Brighton & Hove City Council

Overview & Scrutiny

Title:	**Culture, Tourism & Enterprise Overview & Scrutiny Committee**
Date:	**2 April 2009**
Time:	**4.00pm**
Venue	**Council Chamber, Hove Town Hall**
Members:	**Councillors:** Randall (Chairman), Davis, Drake (Deputy Chairman), Harmer-Strange, Hawkes, Kennedy, C Theobald and Turton
Contact:	**Julia Riches/Karen Amsden** **Scrutiny Support Officer** julia.riches@brighton-hove.gov.uk/karen.amsden@brighton-hove.gov.uk

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AGENDA

67. BUSINESS RETENTION AND INWARD INVESTMENT STRATEGY **135 - 192**

Report of the Director of Cultural Services.

Contact Officer: Andy Glover Tel: 01273 291093
Ward Affected: All Wards;

68. CULTURAL STRATEGY DRAFT REPORT

Verbal report.

Contact Officer: Paula Murray Tel: 29-2534
Ward Affected: All Wards;

69. WORK PROGRAMME AND SCRUTINY PANEL UPDATE **193 - 194**

Contact Officer: Julia Riches Tel: 01273 29-1084
Ward Affected: All Wards;

70. ITEMS TO GO FORWARD TO CABINET OR THE RELEVANT CABINET MEMBER MEETING

To consider items to be submitted to the next available Cabinet or Cabinet Member.

71. ITEMS TO GO FORWARD TO COUNCIL

72. PART 2 MINUTES OF 5TH FEBRUARY 2009 MEETING - EXEMPT UNDER CATEGORY 3 **195 - 196**

To agree the Part Two minutes from 5th February 2009.

The City Council actively welcomes members of the public and the press to attend its meetings and holds as many of its meetings as possible in public. Provision is also made on the agendas for public questions to committees and details of how questions can be raised can be found on the website and/or on agendas for the meetings.

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For further details and general enquiries about this meeting contact Julia Riches (email julia.riches@brighton-hove.gov.uk) or email scrutiny@brighton-hove.gov.uk

Date of Publication - Wednesday, 25 March 2009

Agenda Item 57

To consider the following Procedural Business:-

A. Declaration of Substitutes

Where a Member of the Committee is unable to attend a meeting for whatever reason, a substitute Member (who is not a Cabinet Member) may attend and speak and vote in their place for that meeting. Substitutes are not allowed on Scrutiny Select Committees or Scrutiny Panels.

The substitute Member shall be a Member of the Council drawn from the same political group as the Member who is unable to attend the meeting, and must not already be a Member of the Committee. The substitute Member must declare themselves as a substitute, and be minuted as such, at the beginning of the meeting or as soon as they arrive.

B. Declarations of Interest

(1) To seek declarations of any personal or personal & prejudicial interests under Part 2 of the Code of Conduct for Members in relation to matters on the Agenda. Members who do declare such interests are required to clearly describe the nature of the interest.

(2) A Member of the Overview and Scrutiny Commission, an Overview and Scrutiny Committee or a Select Committee has a prejudical interest in any business at meeting of that Committee where –
(a) that business relates to a decision made (whether implemented or not) or action taken by the Executive or another of the Council's committees, sub-committees, joint committees or joint sub-committees; and
(b) at the time the decision was made or action was taken the Member was
(i) a Member of the Executive or that committee, sub-committee, joint committee or joint sub-committee and
(ii) was present when the decision was made or action taken.

(3) If the interest is a prejudicial interest, the Code requires the Member concerned:-
- (a) to leave the room or chamber where the meeting takes place while the item in respect of which the declaration is made is under consideration. [There are three exceptions to this rule which are set out at paragraph (4) below].
- (b) not to exercise executive functions in relation to that business and

(c) not to seek improperly to influence a decision about that business.

(4) The circumstances in which a Member who has declared a prejudicial interest is permitted to remain while the item in respect of which the interest has been declared is under consideration are:-

(a) for the purpose of making representations, answering questions or giving evidence relating to the item, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise, BUT the Member must leave immediately after he/she has made the representations, answered the questions, or given the evidence,

(b) if the Member has obtained a dispensation from the Standards Committee, or

(c) if the Member is the Leader or a Cabinet Member and has been required to attend before an Overview and Scrutiny Committee or Sub-Committee to answer questions.

C. Declaration of Party Whip

To seek declarations of the existence and nature of any party whip in relation to any matter on the Agenda as set out at paragraph 8 of the Overview and Scrutiny Ways of Working.

D. Exclusion of Press and Public

To consider whether, in view of the nature of the business to be transacted, or the nature of the proceedings, the press and public should be excluded from the meeting when any of the following items are under consideration.

Note: Any item appearing in Part 2of the Agenda states in its heading the category under which the information disclosed in the report is confidential and therefore not available to the public.

A list and description of the exempt categories is available for the public inspection at Brighton and Hove Town Halls.

AGENDA ITEM 58

BRIGHTON & HOVE CITY COUNCIL

CULTURE, TOURISM & ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE

4.00PM 5 FEBRUARY 2009

BANQUETING ROOM, HOVE TOWN HALL

MINUTES

Present: Councillors Randall (Chairman); Davis, Drake (Deputy Chairman), Harmer-Strange, Hawkes, C Theobald, Turton and Wakefield-Jarrett

Co-opted Members:

PART ONE

42. PROCEDURAL BUSINESS

42a Substitutes

42.1 Cllr Vicky Wakefield-Jarrett for Cllr Amy Kennedy

42b Declarations of Interests

42.2 Cllr Craig Turton declared he had a personal interest as he was a client of a business in New England House.

42c Exclusion of Press and Public

42.3 In accordance with section 100A(4) of the Local Government Act 1972, it was considered whether the press and public should be excluded from the meeting during the consideration of any items contained in the agenda, having regard to the nature of the business to be transacted and the nature of the proceedings and the likelihood as to whether, if member of the press and public were present, there would be disclosure to them of confidential or exempt information as defined in section 1001 (1) of the said Act.

42.4 **RESOLVED** – *that the press and public be excluded from the meeting for the discussion of item 56 under Category 3.*

43. MINUTES OF THE PREVIOUS MEETING

43.1 **RESOLVED** – *that the minutes of the meeting held on 13 November 2009 be approved and signed by the Chairman.*

44. CHAIRMAN'S COMMUNICATIONS

44.1 The Chairman informed the Committee of recent events he had attended including: the Digital Awards Ceremony; the Open Houses Christmas Launch; the Pride feedback meeting; a meeting with Phil Jones of Wired Sussex; and a trip to London to look at creative spaces. The Chairman also reminded the Committee that there had been two successful and informative Scrutiny Workshops; one on the Museums Strategy; and one on the Business Retention and Inward Investment (BRII) Strategy.

45. PUBLIC QUESTIONS

45.1 There were none.

46. WRITTEN QUESTIONS FROM COUNCILLORS

46.1 There were none

47. WIRED SUSSEX - PRESENTATION ON THEIR VISION FOR NEW ENGLAND HOUSE

47.1 The Chairman welcomed Mr Phil Jones, Managing Director of Wired Sussex to the meeting and asked that he give a presentation on Wired Sussex and his vision of the future for New England House (for a copy of the presentation, see Minute Book).

47.2 Mr Jones explained that Wired Sussex was an independent, not-for-profit membership organisation dedicated to supporting the growth of the digital media sector in Brighton & Hove and the rest of Sussex. He outlined the vision of Wired Sussex to have Brighton recognised as Europe's most significant media hub. Wired Sussex had over 1,200 digital media member companies, of which 855 are based in Brighton. Wired Sussex provided 1-2-1 support, events and networks, access to funding, partnership building and inward investment and trade support.

47.3 Mr Jones went on to discuss his vision for New England House, the Council owned building that was currently a low cost home to many small creative companies, but was in need of repairs and renovation. Mr Jones believed that New England House could become a world class media village that could deliver more that just workspace but an environment that facilitated and encouraged innovation, collaboration and convergent thinking. He detailed what New England House could deliver, for example, quality office space, space for freelancers, and space for the universities etc. Mr Jones suggested that for his vision to become reality, the Council would need to lease New England House at no cost to a not-for-profit consortium.

47.4 Following questions on how close Wired Sussex was to being recognised as an international hub, Mr Jones described Wired Sussex as a decent bronze. Issues such as the lack of appropriate workspace and the need for more collaborative working with the universities was preventing them from achieved a gold standard. Wired Sussex was working closely with the University of Brighton to create a 'Wired Sussex' degree and had projects under discussion with the University of Sussex.

47.5 In response to a question on how Wired Sussex worked with the Council, Mr Jones noted that individual Officers had been helpful and what was required now to move forward was the support of the Regional Development Agencies (RDAs), South East Economic Development Agency (SEEDA) and the Local Authority. Nationally, Wired Sussex had been in discussion with Ministers about the Brighton Internship Programme as a model for helping small and medium enterprises (SMEs).

47.6 **RESOLVED** –

(1) that Mr Jones be thanked for his informative presentation and;
(2) that efforts be made towards supplying Mr Jones with a guide to working with the Council on the future of New England House and other issues.

48. SPORTS FACILITIES - PRESENTATION

48.1 The Chairman welcomed Mr Ken Burlton, the consultant who had produced the audit of the sports facilities in the city. Mr Burlton gave a presentation outlining the key features of the audit (for copy see Minute Book).

48.2 Mr Burlton outlined the methodology involved in the audit and what sort of analysis was carried out. The audit concluded that the Council was the main provider, particularly of outdoor provision, with private clubs the second largest provider. As well as the audit identifying the number of facilities across a range of sports, an assessment of quality was also undertaken. The quality of the provision was considered in respect of condition and fitness for purpose. In terms of quality, the Stanley Deason climbing wall came out with the highest rating. The number of facilities was fairly evenly distributed, with the exception of Portslade (BN41)

48.3 130 venues were assessed with 107 venues visited in person and the audit team also built on prior survey results. Mr Burlton confirmed that secondary schools and independent schools were visited due to their significant level of facilities. To assess how B&H was doing, the city was compared to Southampton, Portsmouth, and Plymouth. The audit found that while the distribution in the city was good, the lack of centres of excellence was a comparative weakness.

48.4 Those sports that are ‘lagging behind’ are those that do not make sufficient provision and/or do not have a modern purpose built facility. For example, the swimming facilities and indoor sports halls in the city are behind those in Burgess Hill and Crawley. The key priorities identified by the audit were the modernisation of facilities and filling the gaps in provision. The plans for King Alfred were intended to address both these issues. The funding that had been available through Sport England and the Lottery for building big facilities was no longer available. There was, however, money available from the “building schools for the future” funding or from independent sporting bodies/clubs.

48.5 Mr Burlton noted that the value of this audit was that very few other local authorities had this level of information about their sports facilities. The information could be made available to other sporting bodies in the city.

48.6 Members asked why there was little mention of sports such as hockey, netball, and horse riding in the report. They heard that at Cardinal Newman the Brighton Hockey

Club had developed a model for a hockey facility. However the funding has declined from bodies such Sport England and therefore the development has not taken place. This was a good example of how, if the facilities are there, a sport would take off. The Head of Sport and Leisure reminded members that there were artificial pitches, such as at Stanley Deason, which were multi-purpose and could be used for hockey and football.

48.7 Members asked how many school facilities (both independent and state funded) were open to the public. Mr Burlton thought that very little appeared to be open, but this issue was not really addressed in the audit because it focussed on the facility rather than how it was used.

48.8 The committee felt that there needed to be a focus on the link between health and education. Members asked whether revenue funding was available for public health that could be used to address the low level of sports provision. Independent schools were under great pressure to justify their charitable status, which could lead to them opening up their facilities to the community and state schools. Members asked the Head of Sport and Leisure to maintain a dialogue with the Children and Young People's Trust (CYPT) about this issue and work to obtain as much health funding as possible. He informed members that strategic officers across the city including the CYPT, Sports Development and Leisure Management were meeting to take these ideas forward. The committee asked him to include the City College, who are trying to get sport off the ground.

48.9 Members requested that the Head of Sport and Leisure asked the Primary Care Trust (PCT) about the 3 year phased funding it received from the Department of Health and Healthy City designation. The Head of Sport and Leisure confirmed that there was a good relationship with the PCT and an application is going in to take them to the next phase, which will include free swimming for those over 60yrs old and a continued active for life programme;

48.10 It was suggested that with Free Running, there was the potential to look at derelict industrial sites and see if there would be a suitable place. It was agreed that this was a good suggestion, but it could have crime and disorder implications. Members expressed their concern about the low level of provision in Portslade. The Head of Sports and Leisure informed them that there was a good sports facility based on a school site in the area, but the audit just looked at numbers of facilities. The Director of Cultural Services informed them that the Council has supported an application for a 'flexi-site', which would include a gym and dance space, in South Portslade.

48.11 The Head of Sport and Leisure told the committee that S.106 funding was needed to gain further contributions to developing sports facilities and this was being discussed with planning officers. Members then asked for an update on the progress of the BMX site. They heard that although officers have dealt with various enquiries about this, it had not been possible to progress this.

RESOLVED –*1)To thank Mr Burlton for his informative and useful presentation;*
2) To send the minutes of this meeting with a copy of the sports audit to the Cabinet Member for his information;
3)That the Committee receives a yearly update on the issue.

49. OUTDOOR EVENTS - SUSTAINABILITY GUIDELINES

49.1 The Head of Sports and Leisure informed the Committee that there was a very wide ranging outdoor events programme in the city. Examples of events include Pride which is the largest outdoor event, and the veteran car rallies in Madeira Drive. A report on the draft sustainability guidelines would come to the Committee in April. The guidelines will focus on: recycling; waste management; and energy efficiency.

49.2 These guidelines would be trialled at forthcoming events such as Pride and the Carnival. A British Standard was being set up and B&H want to link into this. It is anticipated that the standard would be implemented by 2010. Events organisers and promoters were now very conscious of sustainability issues and want to improve.

49.3 Members asked what support would be given to organisations to meet the guidelines. For example, Pride did not have the financial resources to undertake recycling. The Head of Sports and Leisure replied that the events team do not have any financial support available. In reality large events tend to support small community events and there was a need to work in partnership with organisations such as CityClean.

49.4 **RESOLVED** - *To receive a report on the draft sustainability guidelines at the 2 April 2009 meeting of the Committee.*

50. MUSEUMS PLAN - UPDATE

50.1 The Head of Royal Pavilion and Museums had sent her apologies to the meeting and was represented by the Head of Operations & Performance. The Director of Cultural Services provided the Committee with an update. The Museums Forward Plan workshop had been held on 27th January. It had begun with a presentation highlighting the structure of the plan, the key successes of the service and how they were working to deliver the 5 corporate priorities. The member feedback had been good and would be used to refresh the plan. The plan would then come back to the Committee in April and on to the Cabinet Member Meeting on 5th May 2009.

50.2 Members agreed that it had been a very good workshop. Members noted that there was an impressive figure of over 90% satisfaction with the service and that 60% of the income generated from museums.

50.3 **RESOLVED** – *that the Committee receive a report incorporating the comments from the museums workshop at the Committee meeting on 2 April 2009.*

51. FOREDOWN TOWER - UPDATE

51.1 The Director of Cultural Services updated the Committee on the progress with the Foredown Tower. He informed the Members that there had been a number of successful and on-going meetings with Hove & Adur Sea Cadets. The ‘Heads of Terms’ were being drafted and would go to the Sea Cadets in the next two weeks. An experienced officer from Cultural Services had just joined the Sea Cadets management team. The Sea Cadets were being encouraged to look at the feasibility of a Community Trust and the opportunities that may provide. The Director of Cultural Services told the Committee that the Foredown Tower Astronomy Group has now become the Astronomy Society. Their inaugural meeting was held on 15th January 2009 and they would continue to meet monthly at the tower.

51.2 This year (the Tower's centenary) the Tower would be open from March 2009. There would be a centenary weekend event in August and officers would work with local historians to plan the event. There would also be monthly events to mark the Year of Astronomy.

51.3 The Director of Cultural Services informed the Committee that following an application to the Heritage Lottery Fund (HLF), the Fund had raised some concerns about capacity to deliver a one year programme, particularly alongside the Pavilion project. As Stage 2 of the funding process was very intensive, it had been decided to work with Sea Cadets on a 3 year plan for a revised HLF bid. It was hoped that a 3 year plan would have a better chance of success. The Director agreed to keep the Committee informed of the progress on Foredown Tower.

51.4 RESOLVED – *To thank the Director of Cultural Services and request that the Committee continue to be informed of the progress of the Foredown Tower.*

52. PERFORMANCE DATA - Q2

52.1 The Chairman welcomed the Performance Analysts to the meeting and asked them to introduce the report. They informed the Committee that the report was an update on the Directorate Performance Indicators. There were a number of key Local Area Agreement (LAA) indicators and the National Indicator Set. Additionally, there were proxy measures which the Council were not judged upon, but which helped to give a fuller picture of performance.

52.2 The Performance Analyst noted that there had been a lot of changes in the performance regime and that this was the first year this system had been used. Consequently, there were some gaps in the data: this was a national rather than a local problem. The report presented the data for Q2 for 2008/09 due to timing issues. Q3 data was currently being compiled and the Performance Analyst offered to return to the April meeting of the Committee and present the Q3 data.

52.3 Following a question, the Committee were informed that there was a new indicator in the LAA (NI11) measuring engagement in the arts. Brighton & Hove were measured as 61.2% which was the highest performance outside of London in this area.

52.4 The Chairman congratulated the team for the results and thanked the Performance Analysts for their report.

52.4 **RESOLVED** – *that the Committee receive the Q3 performance indicators at the meeting on April 2 2009.*

53. WORK PROGRAMME - UPDATE

53.1 The Chairman outlined the existing work programme and suggested that Tony Mernagh, the Executive Director of the Brighton & Hove Business Forum be invited to give a presentation on the draft economic strategy. It was also agreed to hold a scrutiny workshop on the draft Cultural Strategy.

53.2 The Chairman gave an update on the work of the ad-hoc panel on the Environmental Industries. He noted that one scoping meeting had been held and another was due to take place next week. He would keep the Committee updated on the work of the panel.

53.2 **RESOLVED** – *(1) that Tony Mernagh of the Brighton & Hove Business Forum be invited to give a presentation on the draft economic strategy at a future meeting; (2) that a scrutiny workshop on the draft cultural strategy be arranged.*

54. ITEMS TO GO FORWARD TO CABINET OR THE RELEVANT CABINET MEMBER MEETING

55. ITEMS TO GO FORWARD TO COUNCIL

56. MAJOR PROJECTS UPDATE

56.1 The committee went into private session for a discussion of major projects.

The meeting concluded at 6.00pm

Signed Chair

Dated this day of

Brighton & Hove Economic Strategy

Raising Our game

2008-2016

ANNEXES

RAISING OUR GAME – THE ECONOMIC STRATEGY FOR BRIGHTON & HOVE

1.1 Introduction

This is the third Economic Strategy for the city produced by the Brighton and Hove Economic Partnership. Each has been the result of very extensive conversations and discussions between business people at all levels, council officers, councillors, the Universities, the FE sector, researchers and many interested individuals. They have all contributed detailed analysis of the situation and challenges and proposed practical solutions and ways forward.

The point of this strategy is to agree a direction and priorities between both the public agencies – who affect the economy through planning, skills provision, schools, supporting inward investment and delivering business support – and the employers (both public and private) who grow the jobs and add the value to the economy.

Co-operation over the last eight years has lead to results. The snapshot of the city at the publication of each economic strategy has shown a growing and strengthening local economy. Businesses have thrived and wages and employment have risen. The city has strengthened its reputation.

- *The value of the economy has grown by over 51% over the past decade.*
- *The city's contribution to the national economy has increased by over 47%.*
- *VAT registered businesses have grown by 25% and there has been an increase in survival rates of those businesses.*
- *Total employment grew in Brighton and Hove by 26% (31,000 jobs)*
- *There are 9% fewer workless people in Brighton & Hove*
- *The proportion of people in the Brighton and Hove workforce that have a Degree is 38% (compared with 27% in UK and 31% in the South East)*
- *The proportion of people who have no qualifications at 9% is lower than in Britain as a whole (14%).*
- *A number of significant physical developments have been completed– such as the Station site and Jubilee Street.*

This is all good news. But this third strategy comes at a time when we are facing tougher economic circumstances than any of us have ever faced before. The recession in the nineties had a profound effect on Brighton and Hove. Unemployment soared, shops closed and businesses folded and it took a long time to recover.

So the city – the businesses, the council and organisations like the Economic Partnership – worked hard to identify what would strengthen us in the face of another down turn. Together we have achieved much and are more robust to face it now. But there are considerable vulnerabilities. This strategy is designed to help us work together to survive and prosper through the current difficulties and into a strong future.

1.2 The value of policy

All this may sound a bit dry, as you watch your bills go up, the price of your house go down and realise that the credit that helped you through the unexpected before is now more difficult and expensive to obtain. But in Brighton and Hove we can take some comfort from the fact that we have had considerable success in growing over the last few years. Yet at the same time we are still vulnerable. We still need to increase the level of our ambition. We need to raise our game even further.

So we can take heart from the fact that pursuing the right policies in (i) supporting ambitious development through planning, (ii) investing in the cultural and tourism offer of the city, (iii) improving schools so that young people start work better qualified, (iv) supporting innovation in Universities so that graduates stay in the city and start businesses which create jobs, (v) supporting businesses in the sectors which make us stand out in Europe and the world (like creative and media), (vi) being bold in setting a target of up to 40% affordable housing in new developments (vi) working to increase the level of skills in all businesses (vii) developing workable solutions to the challenge of climate change particularly in relation to traffic and congestion - have all paid off to a certain extent. Policy does matter. But it is only a springboard for the efforts of each of us to make the city economically strong.

1.3 The Strategy's themes

So what kind of economy are we developing to keep us surviving and thriving? Most of you in the city (56.1%)[1] work either in public service (from teachers, planners, refuse collectors, University academics to doctors, nurses and social workers) or in the business & financial services. Interestingly though Brighton & Hove is the opposite of the old merchant cities, which were known for their big industries. Brighton and Hove's reputation does not come from the sectors that produce the majority of the jobs (the biggest employers in the public and private sector are respectively Brighton & Hove City Council and Amex), but rather from culture and tourism, creative and media, and retail. It is these sectors that contribute to what so many people feel is their quality of life here and to the reputation we have in Europe and the World.

[1] City Employment & Skills Plan

We have to maintain the quality of jobs in the public sector, keep and enhance jobs in the business & financial services and grow jobs for the future in sectors that will set us apart like the burgeoning digital media sector.

In a global economy where cities like Brighton and Hove compete nationally and internationally for tourism, conference visitors, talented people and inward investment, for our businesses to grow and provide the jobs we all need for the future we have to have something **DISTINCTIVE** to offer the world. We have to be **AMBITIOUS** to succeed and grow the economy while protecting the environment. And we have to be committed to **REDUCING INEQUALITY** by increasing opportunity. These are the three themes of this strategy and its associated local action plan.

There are three contours which also shape the local economy: the economic, the geographical and the political. People travel to work, people bring money from outside to spend or invest in the city, and businesses (public and private) have markets well beyond the Arun and the Rother. We have therefore constructed this plan in the context of cooperation across local authority boundaries: to encompass the movements of people to and from work and home, to help businesses to reach markets where they can succeed and to be competitive for inward investment.

The Strategy places considerable emphasis on:

- Dynamic, ambitious open and effective leadership by individuals in the public and private sectors
- Increasing the standards of our schools and FE colleges
- Harnessing the talent and innovation of the Universities
- Increasing the value of the jobs in the city at both ends of the salary scale
- The determination to embrace change in the cityscape to a high quality of design
- The encouragement of distinctive site development to provide jobs and homes
- Investment in a distinctive and characteristic cultural offer from the city
- Investment in a world-class conference offer from the city
- Developing a mixed housing stock suitable for the needs of the population
- A significant reduction in congestion and improved transport to keep the city moving

1.4 What Kind of Economy do we need to create for the future?

Britain is faced with competing in a global economy where so many goods and services that we used to provide have been outsourced to countries with cheaper labour costs. The UK has had to understand where we can create a competitive advantage. It's not going to be on price. It's going to be on the quality of our ideas and our ability to find markets for them – what the economists call the "knowledge economy", where our ability to succeed is based on knowledge, skills, and creativity. By definition this puts human capital and intangibles, such as R&D, at the heart of successful economic development. And it is worth remembering that the application of knowledge and creativity can be across all activities to improve effectiveness and efficiency, not just in the 'creative industries'.

Knowledge is fundamentally dependant on people, and successful economies (local and national) need to retain, attract and develop talented people. It is talent, adding value to products and services that sparks innovation, creativity and entrepreneurialism. After the developments of the last eight years, Brighton and Hove is well placed to become a capital of innovation in the sectors where we are strong. We need to develop further the skills of people in work, we need to continue to attract talented people and alongside creating jobs of higher value, that means not letting up in our determination to improve the quality and excitement of life, public space and architecture in the city.

Cities are the engines of economic development and in Brighton and Hove we have many of the ingredients for success. But we still under perform in vital areas:

Average (and median) earnings in the city are below national levels, and this is mainly due to comparatively low earnings at the higher end of the labour market, rather than particularly low earnings in lower paid occupations.

GVA per head [2] remains below the national average, which suggests that there is still scope for broadening the economic base and improving productivity.

The 2006 Employment Land Study [3], suggests that much of the available office stock is of "relatively poor quality" and subject to "continuing pressure from competing uses", whilst the existing industrial estates "offer few opportunities for wholesale redevelopment".

Quality of life attracts graduates to live in Brighton and Hove and work in jobs for which they have far higher qualifications. They sacrifice earning power and ambition for lifestyle and arguably deprive people with more appropriate qualifications from doing those entry-level jobs increasing worklessness especially in our more deprived wards, which are consequently a priority for economic improvement.

2.1 The Strategic context

There are a bewildering number of strategies that intersect and impact on Brighton and Hove from the corporate strategies of the large companies (like for instance the very welcome medium term decision of Amex to expand its European HQ making Brighton & Hove its third largest employment location in

[2] GVA - The difference between the value of goods and services produced and the cost of raw materials and other inputs which are used up in their production. GVA per head effectively measures the contribution to the economy of each individual.
[3] Brighton & Hove Employment Land Study. 2006. Roger Tym & Partners

the world) to the regional and governmental strategies. You can drown in acronyms. And no one should ever do anything merely because it says so in another document.

However these strategies are highly influential. Keen students of the economy will be aware that a number of substantial commitments have been made and perspectives changed in the last years, which will have a practical effect on our city: for instance the amount of land available for development, or the priorities for the Local Council's spending; at a national level Sir Nicholas Stern's review had a major impact on business attitudes to the environment and climate change and the simplification of business support will affect large numbers of businesses positively.

So if you are a strategy wonk read on. If not, skip down the page to section 3.0. But broadly the following is the strategy context nationally, regionally and locally.

2.2 National Policy Context

The **Freud Report (2007)** [4] sets a challenging, long-term national 80% employment rate target, which will involve bringing significant numbers of workless people back into the labour market. **The Leitch Review (2006)** [5] recommends that the UK should become a world leader in skills and sets ambitious targets for improving workforce skills at all levels with at least 40% of the workforce qualified to NVQ Level 4 by 2020.

In 2008, the Government announced plans to abolish the **Learning and Skills Council**, while enhancing the responsibilities of local authorities for learning and skills and establishing two new national agencies to assist in the process of raising skills and improving learning – the Skills Funding Agency and the Young People's Learning Agency.

The Stern Review [6] **(2006)** recommends a number of measures to protect societies and economies from the impacts of climate change. These include introducing a pricing mechanism for carbon; supporting innovation and the deployment of low carbon technologies; removing barriers to energy efficiency and educating individuals and businesses to change their behaviour pointing out that the economic cost of doing so now (1% of global GDP/annum) will be far less than doing so later (5% of global GDP/annum).

Innovation White Paper (2008) [7] defines innovation as "the successful exploitation of new ideas" and highlights success in a number of key UK industries but laments the unwillingness of employers to invest in training and the fact that we lag behind our competitors in terms of tailored business support for

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[4] Reducing dependence, increasing opportunity: options for the future of welfare to work, David Freud, 2007
[5] Leitch Review of Skills: Prosperity for all in the global economy – World Class Skills. Lord Sandy Leitch. 2006
[6] The Stern Review - The Economics of Climate Change. Sir Nicholas Stern (2006)
[7] Innovation White Paper – Innovation Nation. DUIS. 2008

small and medium sized enterprises (SME's) that show the potential for high growth.

It advocates bringing the drivers of innovation together via collaboration across administrative boundaries. The concept of Innovation & Growth Teams (IGT) proposed by the South East England Development Agency (SEEDA) has evolved from this white paper. The aim of IGTs is to unlock the potential of businesses with real global ambition through highly targeted support.

Creative Britain (2008) [8] seeks to move creative industries from the margins to the mainstream of economic and policy thinking using public funding to stimulate creativity and sharpen Britain's creative edge.

Work Skills [9] Proposing the integration of welfare and skills services so they can respond to the needs and ambitions of both employers and individuals. Linking the receipt of unemployment benefits to skills training as well. Addressing skills needs, where they are preventing someone returning to work, will be an important part of receiving an out-of-work benefit.

Business Support Simplification Programme - The Government is committed through the Business Support Simplification Programme (BSSP) to reduce the number of publicly funded business support programmes to no more than 100 by 2010. All business support will have to fit in with this programme designed to rid business support of its confusing complexity.

Perhaps the most significant organisational changes emanating from Government with reference to economic development are proposed in the **Sub-National Review of Economic Development and Regeneration (2007) (SNR)**.

SNR proposals include abolishing the Regional Assemblies and transferring their regional strategic planning function to the Regional Development Agencies (RDAs), which will be required to produce a regional strategy that combines both planning and economic development. RDAs are expected to place greater responsibility for economic development on local authorities and sub-regional partnerships delegating funding to the lowest appropriate level. This will be informed by new local economic assessments that consider the influence that wider public policy areas (such as health, education, crime and climate change) have on economic development. (And if it sounds bewildering you ought to try being inside it, but the thrust is clear. Local authorities need to collaborate with the RDA to agree broad goals for land use along side their economic aspirations).

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[8] Creative Britain: New Skills for a New Economy. DCMS. 2008
[9] Work Skills: Unlocking Talent. June 2008. DIUS

2.3 Regional Policy Context

At regional level, the main economic development priorities and objectives are set out in the **South East Regional Economic Strategy (RES) 2006-2016.** The central issue for the region is how to achieve sustainable prosperity for all in the face of intense global competition. The RES sets three challenges for the region:

- *Global Competitiveness* (investing in success);
- *Smart Growth* (lifting underperformance); and
- *Sustainable Prosperity* (supporting quality of life)

Achieving Smart Growth means deriving prosperity by using resources sustainably and increasing prosperity through six drivers: employment; enterprise; innovation & creativity; skills; competition; and investment in infrastructure. The RES sets out actions and targets for each one.

The draft South East Plan sets out a spatial vision for the future of the South East region to 2026 outlining how land use will respond to the challenges of housing supply, the economy, transport and protecting the environment while ensuring that the region remains economically successful and an attractive place to live.

2.4 Local Policy Context

Within Brighton & Hove, several key documents have been adopted by the city since the previous economic strategy was written.

The 2020 Sustainable Community Strategy [10] sets out the long term plan to improve the city's economic, social and environmental wellbeing. It identifies eight key themes through which this will be delivered: enterprise and learning; crime reduction; health; strengthening communities; housing; resource efficiency; transport and quality services. It is underpinned by the **Local Area Agreement** [11] which outlines how much of the vision will be delivered. It includes the following indicators:

- Promoting enterprise and learning
- Reducing crime and improving safety
- Improving health and wellbeing
- Strengthening communities and involving people
- Improving housing numbers, quality and affordability
- Promoting resource efficiency
- Enhancing the environment
- Promoting sustainable transport

Brighton & Hove's scope for expansion is limited by its topography – that fact that we are a 180 degree city and embraced by the South Downs. According to the **Employment Land Study (2006)** the city is likely to have sufficient employment

[10] The 2020 Sustainable Community Strategy - "Creating a City of Opportunities"
[11] Brighton and Hove Local Area Agreement 2008

space up to 2016 if planned developments are all brought forward. The study suggests that after 2016, a further 20,000 square metres of new office space may be required to support economic growth, with recommendations for a new city centre Commercial Quarter rather than an out of town site.[12] However the vast majority of our office stock is old and tired and demand for *high quality* office space, particularly to satisfy the needs of the rapidly expanding digital media sector, is being felt immediately and the city must be careful not to assume that the date of 2016 is the starting point for addressing the issue.

Employment and skills have become a major focus for local economic development. The **City Employment and Skills Plan (CESP)** outlines challenges to support business development and to create higher value added jobs that better reflect the high qualifications profile of the city's residents. It sets a target to increase the number of people in work by 5,600 by 2010/11 and to improve workforce skills, particularly amongst those who have the weakest labour market attachment.

The **Local Development Framework (LDF): Core Strategy** is expected to be submitted to Government in May 2009 and will provide the overall strategic planning vision for the city through to 2026. It will address key city-wide issues including the economy, housing, shopping, transport, tourism, community safety, urban design and regeneration. The spatial action plan included in this strategy reflects the key priority areas of the emerging LDF.

Brighton & Hove City Council Corporate Plan: [13]which prioritises protecting the environment while growing the economy: spending public money wisely: reducing inequality by increasing opportunity: fair enforcement of the law and open and effective leadership.

The **Reducing Inequalities Review (RIR): 2008** [14] shows that the most deprived areas across the city are not "closing the gap" on important indicators of equality. Those with low or no skills are facing increasing pressure in competing for work due to scarcity of appropriate jobs, competition from those with higher qualifications and competition from other groups including students and migrant workers. Reducing inequality is a high priority for the city.

The **Social Enterprise Strategy**: [15]puts Brighton and Hove at the forefront of supporting and developing social enterprise as a resource for people, profit and planet. The strategy proposes a partnership approach to supporting social enterprise through a membership network of social enterprises, private businesses, public sector organisations and other 3rd sector partners.

[12] Brighton and Hove Employment Land Study, 2006, Roger Tym & Partners
13 Brighton & Hove City Council Corporate Plan 2008 - 2011
[14] Developing Appropriate for Reducing Inequalities in Brighton & Hove. OCSI. 2008
[15] Brighton & Hove Social Enterprise Strategy. 2008. Brighton & Hove Business Community Partnership

Brighton & Hove Housing Strategy 2008 – 2013: [16] shows how the Council and its partners will meet housing needs over the next five years including sub-strategies for the city's Black & Minority Ethnic (BME) community, Lesbian, Gay, Bisexual & Transgender (LBGT) community and older people.

Creative Industries Workspace Study: [17] which maps out the existing and future requirements needed by a thriving creative industries sector.

2.5 The 2005 - 2008 Economic Strategy

Strategies shouldn't just sit on shelves. The Economic Partnership and the others involved in the creation of the last two strategies have been very aware of the need for them to stimulate real progress in the economic health of the city. Perhaps one of their most significant impacts has been to focus the city's debate about the economy, particularly in relation to land use and the major developments, the understanding of the labour market and building confidence in the city to actual and potential investors.

The previous strategy ensured that business needs are reflected in the emerging Local Development Framework and the Local Area Agreement, both of which affect public spending in the city, which has consequently sought to support and foster business more overtly. Joint working between the local authority and the Economic Partnership also delivered an updated Brighton & Hove Tourism Strategy for the period up to 2016.

The Economic Partnership formally articulated the economic case for, and then supported, many of the major developments that have subsequently gained planning consent including the Brunswick Marina scheme for the outer harbour, the Community Stadium at Falmer and the Brighton i360.

Although consent for these projects has been granted, some of them may be delayed and perhaps even abandoned by the weak economic outlook and the credit crunch. The clever and imaginative use of a limited supply of land is of paramount importance to the future of the city. The new state- of-the-art Children's Hospital on the Royal Sussex site has been acclaimed as an example of how to get the maximum space from the smallest footprint.

Other schemes will take much longer to progress to the stage of submitting a formal planning application. The failure of the Brighton Centre to secure £18m of government funding in April was a bitter disappointment for the city but negotiations continue and all parties are still fully committed to the redevelopment of the Centre and the adjacent Churchill Square shopping mall. Balanced against this disappointment is the success of the New England Quarter, now nearing completion, and Jubilee Street with its award winning library and My Hotel. Both are fine examples of what the city can deliver.

[16] Brighton & Hove Housing Strategy 2005 - 2013; healthy homes, healthy lives, healthy city. 2008
[17] Creative Industries Workspace in Brighton & Hove 2007 – 2017. Hackett & Massie

There have been some successes with transport in the city with bus patronage continuing to increase year on year and the night bus service extended and improved but the crucially needed new park & ride facility is still some way off. The rapid transit system is still in the planning stage although there is much more clarity about its proposed route which will service the Royal Sussex County Hospital and the Marina.

The Gatwick Express rail service has been extended to Brighton during peak hours easing rush hour panic; several major employers have adopted staff travel plans; the local authority has employed a dedicated travel plan coordinator; car clubs continue to expand and thrive; we have seen some useful improvements to the A27 trunk road and improvements to the A23 are in the pipeline.

The City Employment & Skills Plan (CESP) has raised the profile of the skills and workforce development agenda and its associated steering group is considered a model of best practice. It has become clear from the research that Brighton and Hove is under considerable demographic pressure. If the trends continue and we want to aim at the national target of an 80% employment rate, 16,000 extra people will have to be in work by 2017 (8,000 if we merely maintain the current 75.6%)

The transition from school to work was identified as a clear priority and closer links between the Economic Partnership and the Education Business Partnership helped to identify over 200 businesses in and around the city that were willing to engage in activities to support the education of 14 – 19 year olds and this new strategy recommends strengthening those links even further.

The two universities have become more deeply embedded and active in the business community and research by both Brighton & Sussex has given a clearer picture of the wider role of students in the economy of the city.

Public realm improvements have seen the transformation of New Road and Jubilee Street (with improvements for North Street in the pipeline) and the virtual eradication of issues such as graffiti, fly-posting and begging. The first Business Improvement District (BID) on the south coast was established in 2006 contributing over £1m of private sector investment into the city centre.

3.0 The Socio-Economic Context

This is the big numbers section. The headline context in late 2008 is of course that there is huge uncertainty about the immediate state of the financial system. However there are also other longer-term trends in the underlying economy, nationally and locally. This section outlines them and looks particularly at the considerable, and exciting challenges that the city needs to tackle if we are going to keep a high percentage of people working, at higher wages, in jobs that are of greater value to the city's economy.

3.1 The National Economy – a snapshot

The situation in the markets in late 2008 creates difficulties for Brighton and Hove employers in the short term. However we shouldn't foreshorten our ambition to develop Brighton and Hove's economy over the longer period of the whole strategy.

Figures for the quarter from April to June 2008 show that the national economy came to a halt with zero growth and in the subsequent quarter it went into decline. Despite a weaker pound exports are falling and it would appear that the country is not going to be able to trade its way out of trouble. Turmoil in the financial markets; tight credit conditions; a falling housing market; faltering confidence in the banking system; high energy and commodity prices and the consequent squeeze on real incomes[18] all make the coming recession very real.

The apparently strong economic performance over the past ten years appears to have been based on "bubbles " in financial services and housing and now that they have started their dramatic deflation there is little else to fall back on. Even though inflation is running at well over twice the government target [19] over-riding fears of a deep recession have already brought interest rates down to levels not seen since the 1950s. Additional cuts are likely but, given the long lag between monetary policy action and effect, they are unlikely to bring any immediate relief in any event.

Annual GDP growth in the UK fell to 1.6% in the second quarter of 2008, residential property transactions fell by 44% and residential property prices fell by 11% compared with the previous year; investment fell by 2.1%; industrial production fell by 0.8% and claimant count unemployment rose by 10,900 people. Service sector output in some sectors has continued to increase, average earnings grew by a steady 3.7% and a record 29.6 million people were in work [20] although this figure is starting to falter.

It is impossible to predict the length and depth of the current economic turbulence. However, the UK economy, in common with many others, can

[18] World Economic Outlook OECD June 2008
[19] Bank of England. Quarterly Review. September 2008
[20] H.M. Treasury. September 2008

expect several quarters of weak growth at best and very probably a recession for the whole of 2009.

3.2 Brighton & Hove – More Resilient Now

So it's pretty bad news nationally and globally. But before we give up on Capitalism completely, it's worth asking 'are we more prepared than in the past?' Brighton & Hove suffered badly during the last economic slowdown in the 1990s when more than one in ten of the working age resident population was claimant count unemployed until September 1996. The current difficult economic climate has already begun to impact on the city. In June 2008 average house prices were 2.8% lower than three months earlier [21]. In July 2008 the Dutch Bank ING withdrew its backing for the King Alfred development and the Brunswick Marina scheme was placed "under review" with developers citing the volatility of the money markets and the downturn in the residential property market in both cases.

Despite this Job Seekers Allowance (JSA) claimant count unemployment although higher than the regional average at 2.8% [22], remains well below the levels of the mid-1990s. There is also other evidence to suggest that Brighton & Hove's economy may be more resilient than during the previous economic slowdown.

Unemployment stood at 1.2 times the national rate in August 2008, compared with 1.7 times in 1996, both average earnings and the stock of VAT registered businesses have increased faster than the national rate over the past ten years and, while the number of people in jobs between 1998 and 2006 grew by 8% nationally, it grew by 18% in Brighton & Hove.

Notwithstanding the house-price reversal that started in the first half of 2008, if a buoyant housing market is a measure of economic success then Brighton & Hove has been a particularly strong performer over the past decade. Property prices increased by 133% between 2000 and 2008 with the cost of a one bedroom flat in the city approaching six times median earnings in August 2008.[23] Although of course whether you benefit from this is pretty much dependent on whether you already had a house. If you didn't and wanted to work in the city it has a seriously negative effect. Although, looking for silver linings, younger people have started to look for homes in the surrounding areas, which has been good for Shoreham, Worthing and Newhaven.

The house price success story also hides other deep challenges for the city. Our housing stock is characterised by a high proportion of flats, maisonettes and

[21] Housing Costs Update. 2008. Q1. Brighton & Hove City Council
[22] NOMIS
[23] Housing Costs Update 2008. Q1. Brighton & Hove City Council

studio apartments (46%) and a low proportion of detached (11%) and semi-detached (20%) housing. [24]

Owner occupation at 62% is well below the south east average of 74% and the private rented sector at 23% is nearly double that of the south east. The nature of the housing stock is further exemplified by 43% being in the lowest two council tax bands against a south east average of just 25%

However for a glass half full, rather than half-empty, moment, it is worth noting that Brighton & Hove currently has a broader economic base than during the last recession. It has a strong financial and business services sector and a rapidly expanding niche digital media sector; a well-established and vibrant year-round cultural offer that supports a dynamic visitor economy, two high quality universities with a new medical school and a more confident and well-educated resident population with the capacity to innovate and respond to economic challenges. Physical developments around Brighton Station, Jubilee Street and Hove Park provide tangible evidence of the city's progress. But we ought also to say these development moved at a tortoise pace, taking literally decades to deliver - a leisurely promenade that, given projections for population and job growth and global competition, the city can no longer afford.

Average workplace earnings remain low but, as the City Employment & Skills Plan (CESP) suggests, that's because wages are average at the bottom (comparable with national wages) but pretty poor at the top. The CESP suggests that this lack of higher level jobs in the city, means people go and work elsewhere or as we said above they stay here and work below their level of qualification. Colloquially you might say there are too many PhDs serving cappuccinos.

The CESP research clearly leads us to conclude that we need to develop an environment that supports the creation of higher level jobs so that employment opportunities in the city better reflect the skills of an increasingly youthful and well qualified population. With over 38% of the workforce qualified to NVQ Level 4, Brighton & Hove has one of the most highly educated working age populations in the south east (outside London) but average earnings and GVA per head remain below the England average (see Annex D).

There were 14,400 more working age residents in Brighton & Hove in 2007 than ten years earlier and this population growth, driven mainly by in-migration, absorbed virtually all the increase in employment over that period.

If these trends continue, there could be an additional 11,000 working age residents in the city by 2017[25]. Such an increase would mean that 8,400 more people would have to find work by 2017 just to maintain our current 75.6%

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[24] Strategic Housing Market Assessment. DTZ. 2008
[25] Population Projections (2004 Revised). Office for National Statistics

employment rate and over 16,000 if the city is to achieve the long term 80% national employment rate target set out in the Freud report.

There are also a number of negative indicators. Business density (defined as the number of businesses per 1,000 residents) is below the regional average. Long term unemployment and worklessness remain stubborn with some 25,000 people claiming benefits. And deprivation has been difficult to eradicate in the less affluent parts of the city. The city's school leavers also continue to under perform at NVQ level 2 compared to the national average and, even though it is only around 650 people, the number of NEETs [26] has been higher than the UK average for over a decade although this will be addressed to a certain extent by raising the school leaving age in 2013.

The city's 468,000 m^2 of office stock is predominantly in the city centre, whilst industrial and warehousing space tends to be dispersed across the city. There has been little speculative office development in the past 20 years and less than 10% of our stock is Grade A. Prime rental levels of about £22/ft^2 for office and £9/ft^2 industrial space [27] are still not considered to be high enough to stimulate significant new speculative commercial development[28], reflecting the relatively low value of economic activity in the city.

Further details and data on the economic and demographic profile of the city are attached at Annex A.

[26] 16 – 19 year olds **N**ot in **E**ducation **E**mployment or **T**raining
[27] Stiles Harold Williams. August 2008
[28] Employment Land Study 2006 Roger Tym & Partners

4.0 The Spatial Context and Diamonds for Growth & Investment

We mentioned above the three contours that describe the economy – political, economic and geographical. We know the local authority boundaries, and where it is going to be important to collaborate across them, but we also need to understand the other two outlines which make up what is known as the city's 'functional economic area'(FEA).

It is possible to define a potential Brighton & Hove FEA or *Diamond for Growth & Investment* [29] based on linkages between the city and its neighbours. These include links centred on retail, employment, learning and housing and we will consider each in turn.

4.1 Retail Catchment Areas

The Brighton & Hove Retail Study [30] provides an indication of shopping patterns within the city and also who comes here to shop, from where and for what kind of things.

The city has a strong market share across the immediate surrounding are but the majority (68%) of people shopping in Brighton also live in the city. Within an arc drawn from Shoreham to the west, south of Burgess Hill and north to Lewes and Newhaven, the city's retains a high proportion of the market share. The most serious competition threat is from Crawley with plans for a £750m redevelopment of the town centre to include a John Lewis department store.

Recent work undertaken by Churchill Square in Brighton, illustrates the catchment area for the city centre shown below.

[29] SEEDA's Regional Economic Strategy identifies eight Diamonds for Investment & Growth in the south east. These are functional economic areas (FEAs), which extend beyond the boundaries of an individual local authority and have the "potential to act as a catalyst to stimulate prosperity across wider areas, and offer scope for further sustainable growth based on targeted investment in their infrastructure".
[30] Brighton & Hove Retail Study 2005 (GVA Grimley)

4.1 Employment

The growth in Brighton & Hove's working age population has resulted in it being a net exporter of labour (If London is included) – the dreaded commute. But it continues to be an important place of employment for people who come in from the surrounding areas.

Brighton and Hove's Travel to Work Area (TTWA), stretches north through Burgess Hill and towards Haywards Heath and Crawley, east to Newhaven and Lewes and west as far as Shoreham and to a lesser extent Worthing.

Data from the 2001 Census shows that just over 41,000 people commute (both ways) between Brighton & Hove and its neighbouring districts[31], with a slightly larger number of people commuting into the city.

The table below shows the commuting patterns between Brighton & Hove and its neighbouring districts and the main sources and destinations of commuters within each of these districts

Clearly, large numbers of people also commute to London every day for employment and our business links with the capital are very important but this destination is beyond the city's functional economic area.

	In-Commuters	Out-Commuters	Total Commuters	Net In-Commuters
Lewes	**7,704**	**3,945**	**11,649**	**3,759**
East Saltdean and Telscombe Cliffs	1,416	166	1,582	1,250
Lewes Priory	538	724	1,262	-186
Newhaven Denton and Meeching	538	594	1,132	-56
Lewes Bridge	315	753	1,068	-438
Adur	**6,158**	**3,408**	**9,566**	**2,750**
Eastbrook	760	708	1,468	52
Hillside	776	99	875	677
Southwick Green	794	286	1,080	508
Buckingham	533	221	754	312
St Mary's	427	907	1,334	-480
Mid Sussex	**2,829**	**3,892**	**6,721**	**-1,063**
Burgess Hill Victoria	222	1,118	1,340	-896
Burgess Hill Meeds	150	581	731	-431
Burgess Hill Victoria	222	1,118	1,340	-896
Worthing	**2,832**	**2,216**	**5,048**	**616**
Central	259	749	1,008	-490

[31]Neighbouring districts are Adur, Worthing, Lewes, Mid Sussex, Crawley and Horsham

Crawley	**377**	**4,391**	**4,768**	**-4,014**
Northgate	25	1,719	1,744	-1,694
Langley Green	27	1,678	1,705	-1,651
Horsham	**1,625**	**1,683**	**3,308**	**-58**
Total	21,525	19,535	41,060	1,990

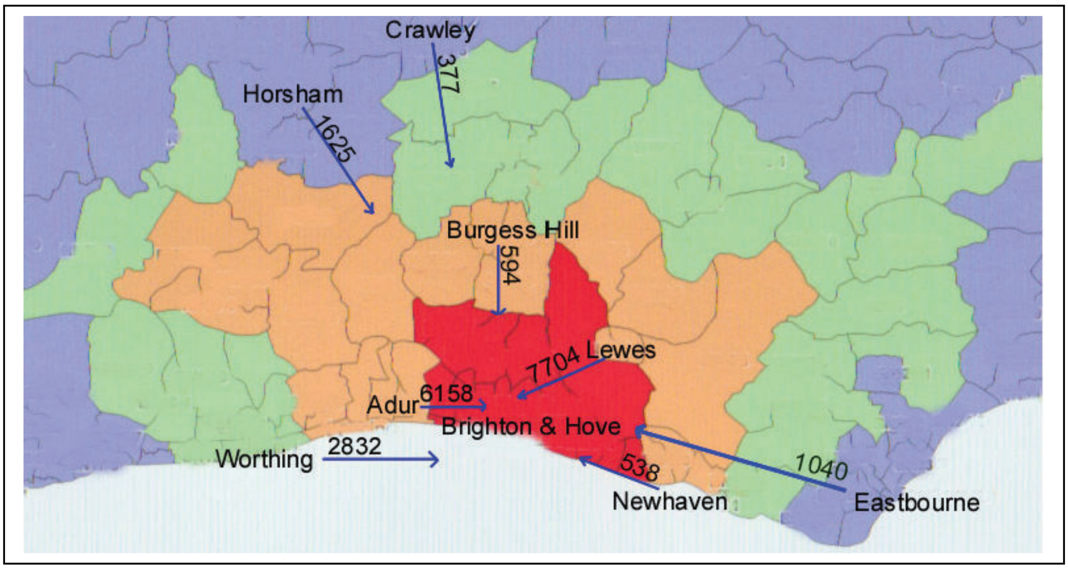
Overall, Brighton & Hove is a significant net importer of commuters from the east (Lewes district) and the west (Adur district) and a net exporter of commuters to the north (Mid Sussex and Crawley).

To the east, the strongest links with the Lewes district are with Saltdean and Lewes town centre.

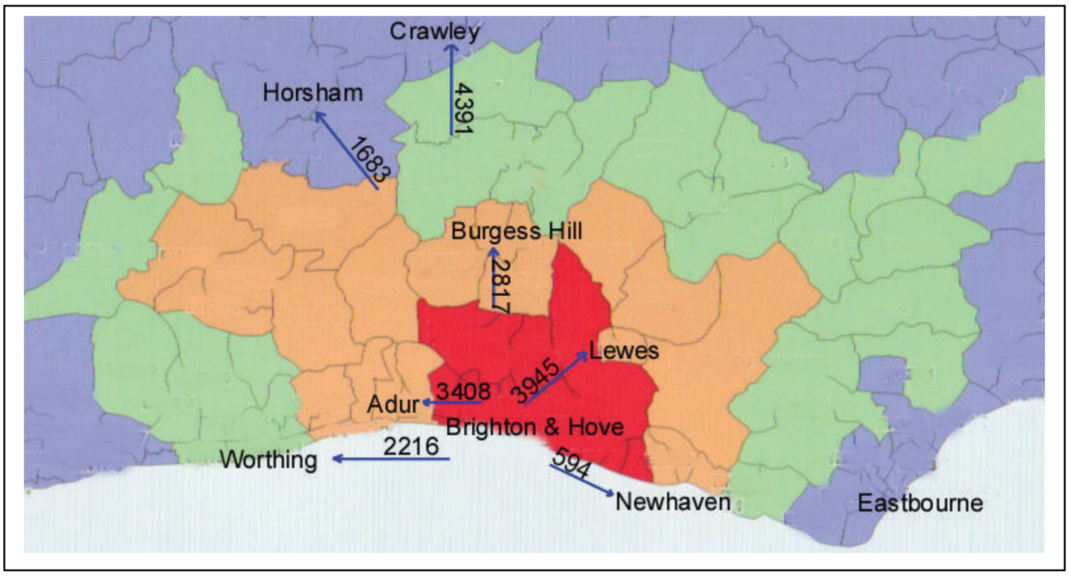
The whole of Adur is strongly linked with Brighton & Hove while the links with Worthing are less strong but still significant. Approximately 2,800 people commute in to the city from Worthing and 2,200 Brighton residents commute out, most commonly to the centre of Worthing.

Crawley provides jobs for around 4,400 of the city's residents, the vast majority of whom work in the Langley Green and Northgate area of the district. Brighton & Hove is not a significant employer of Crawley residents, however.

Overall, more people travel between Brighton and Mid Sussex & Lewes to work than between Brighton and Crawley, but the overall in and outflow of commuters is quite balanced. Nearly half of Brighton residents who work in Mid Sussex are employed in Burgess Hill, whilst in-commuters are most likely to come from Hassocks and Hurstpierpoint.



Travel to Work Area. Inbound commuters



Travel to Work Area. Outbound commuters

4.3 Housing

Around 60% of household moves within Brighton and Hove each year involve people moving from one part of the city to another. However, there are strong linkages between the city and its adjacent Districts, with high levels of out-migration, particularly of older households and families, to Lewes and Adur.

LOCATION	Brighton & Hove **IN** migration	Brighton & Hove **OUT** migration	**NET** migration
London	4410	3270	1140
Lewes	730	1550	-820
Adur	530	1460	-930
Mid Sussex	410	740	-330
Horsham	260	450	-190
Worthing	330	670	-340
Crawley	190	110	80
Eastbourne	109	202	-93

Table showing Brighton & Hove migration patterns to and from the surrounding districts (Source: NHS Patient Register 2006)

By contrast, there is significant net in-migration to Brighton & Hove from London. Unsurprisingly the city's housing linkages mirror to a certain extent the travel to work pattern with just under 5.5% of Brighton & Hove workers living in Lewes; 4.4% living in Adur and 2% living in Worthing. Just over 1% live as far away as Horsham.

In the recently published Strategic Housing Market Assessment (SHMA)32 Brighton & Hove was highlighted as being part of an overlapping Sussex Coast

[32] Brighton & Hove Strategic Housing Market Assessment. DTZ. 2008

market stretching from Bognor to Newhaven with three distinct sub-markets: Brighton (Newhaven to Southwick); Worthing and Chichester. With significant house building and regeneration planned at Shoreham Docks the links between the city and Adur District will become even stronger

4.4 Learning

The development of new partnership arrangements across a larger area for the planning and commissioning of 14-19 education provision in Brighton & Hove has meant that local education authorities will be required to work collaboratively with each other. It is likely that Brighton & Hove will be grouped with East and West Sussex County Councils.

Student's Home Authority	Students aged 16-18	%
Brighton & Hove	3,011	65.5%
West Sussex	927	20.3%
East Sussex	535	11.6%
Other SE Authority	33	0.7%
Out of South East Authority	53	1.2%
Unknown	38	0.8%
Total	4,597	100%

Table showing where students studying in Brighton & Hove come from (source: Individual Learner Record data. LSC 2006/07)

The travel to learn catchment area delineates the places from which Brighton & Hove draws its learners. Information is not broken down beyond county boundaries but it is likely to include those areas closest to the city to the west (e.g. Shoreham and Southwick); to the north as far as Crawley (including Burgess Hill and Haywards Heath) and close to the eastern boundary of the city (Peacehaven and Newhaven).

Destination of Brighton & Hove students learning outside the city	Students aged 16-18	%
East Sussex	439	11.1%
West Sussex	432	10.9%
Other SE Authority	18	0.5%
Out of SE Authority	58	1.5%
All students learning outside BH LA	947	23.9%

Table showing where Brighton & Hove students go to learn outside the city

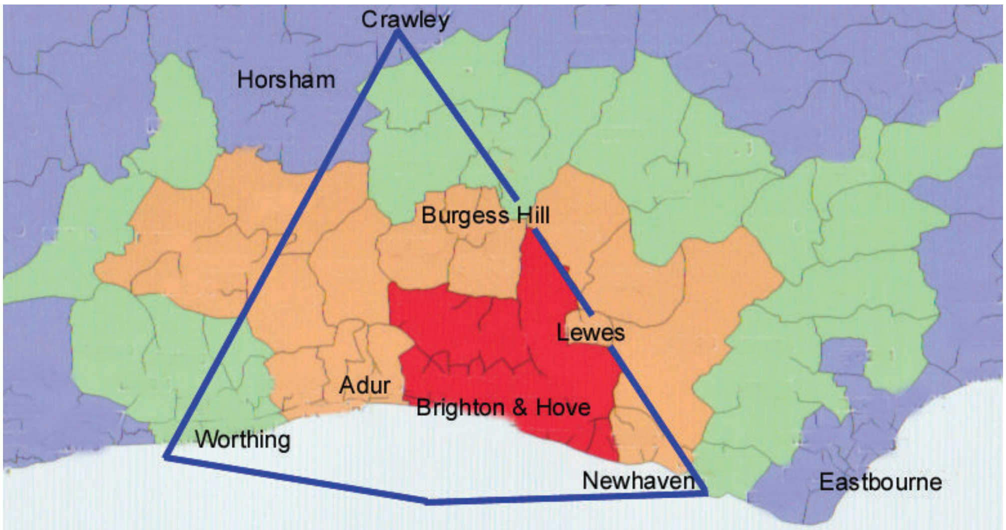
4.5 So what is the city's functional economic area?

So if you've followed all that you'd conclude that the following areas, could be considered to have the strongest links with the city and so constitute the functional economic area or 'Diamond for Growth & Investment':

- The Brighton & Hove local authority area

- The entire district of Adur (towns include Shoreham and Lancing) to the west;
- The southern tip of the Gatwick Diamond, including parts of the Mid Sussex district (the towns of Hassocks, Hurstpierpoint and Burgess Hill) to the north up to Crawley; and
- Parts of Lewes district (Lewes and Newhaven) to the East.

There is also a strong case for including Worthing in the Diamond area, as the development of Shoreham Harbour is likely to increase the connectivity between Brighton & Hove and the east of Worthing in the future.



Brighton & Hove Diamond for Growth & Investment

The above analysis gives us the sensible contours of a possible Diamond, where we could identify some common issues. The idea is that work on those common issues benefits all the partners, as in The Partnership for Urban South Hampshire (PUSH).

Case Study: PUSH

PUSH (referred to as Urban South Hampshire including Portsmouth and Southampton in the RES) is a working partnership of 11 local authorities[33] *stretching from the New Forest to East Hampshire. It was formed in response to a recognised need to take action to improve economic growth. PUSH's vision is firmly based on achieving a step change in South Hampshire's economy. Some of the achievements to date have included maintaining a degree of consensus amongst 11 local authorities and having a strategic vision for the next 20 years,*

[33] PUSH is made up of: Portsmouth City Council, Southampton City Council, Hampshire County Council, Eastleigh Borough Council, Fareham Borough Council, Havant Borough Council, East Hampshire District Council, New Forest District Council, Test Valley Borough Council, Winchester City Council

Diamond and New Growth Point status backed up by economic analysis, harmonising its three Local Area Agreements [LAAs] (Hampshire, Portsmouth and Southampton) with common outcomes around economic inactivity, skills and enterprise and innovation

5.0 Brighton & Hove - Equipped for the Future

So what do we have at our disposal to tackle the future? Will we be overwhelmed by the negatives or charged up by the possible?

Despite its many challenges, Brighton & Hove already has many of the ingredients to develop a prosperous and sustainable knowledge economy. It has good connections to London and Gatwick Airport, a well educated resident population and the sense that it's the kind of place you actually want to spend time which attracts more and more visitors and people who want to live and work here and also start businesses.

It is a pretty tolerant city that gives a welcome to unusual ideas and has always had the ability to take the quirky into the mainstream. Sandwiched between the sea and the South Downs it has a wonderful physical environment, which together with the sheer fun of the place, its café and restaurants and increasingly significant cultural events and its seafront makes it one of Britain's highest profile tourist destinations. And 8.5 million visitors per annum to the city confirm that. The two Universities recruit well and nurture 7000 skilled and potentially innovative graduates per year; there is a stream of successful further education colleges, including the language schools. And there is an increasingly entrepreneurial and innovative business culture with strong, effective locally grown support networks such as Wired Sussex, MD Hub, a plethora of small business associations and a strengthening local Chamber of Commerce.

The city may not have a strong formal corporate business culture, but it thrives on creativity and individuality. The cultural infrastructure of the city is well established and in addition to the International Festival (bringing £20m into the local economy) held in May, it includes South East Dance; Photoworks; Brighton Photo Biennial; Lighthouse; The Basement; Brighton Institute of Modern Music; Cinecity; Design Archive; Screen Archives South East and the Theatre Royal. It has high levels of self-employment estimated to support 5,800 local freelancers and 10,000 employees on company payrolls. [34]

It has also become something of a hub for social enterprises and could become a UK centre of excellence with a little coordination and effort. A social enterprise is a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners.[35] The

[34] The Creative Industries Workspace Report 2008
[35] Department for Business, Enterprise and Regulatory Reform

business model for social enterprises suffers from confusion over what they actually are. Recent research for the Office of the Third Sector identified that 80% of those surveyed didn't know what distinguished such enterprises and many assumed it was another name for a charity.[36] The city has plans for at least one social enterprise incubator and possibly two, which should help to boost the opportunity to nurture this business model and perhaps bring some clarity to the whole concept.

Brighton's digital media sector has been a significant success story over the past ten years with companies like Linden Lab, Disney and NCSoft choosing to locate in the city against stiff competition from other established digital centres. The influential *Develop Magazine* recently expressed the view that Brighton & Hove alone in the UK has the potential to compete with global digital gaming cities like Seattle, Montreal and Tokyo.[37]

However, the city can be perceived as complacent, inward-looking and sometimes lacking ambition, congratulating itself on modest successes without looking sufficiently at what is happening elsewhere. Weaknesses that threaten the city's future prosperity include high resident property prices and a lack of affordable housing and family housing and consequently this is a priority for the local authority; traffic congestion, pollution hot spots and poor road access; a public realm that requires upgrading: office accommodation that is inadequate for the needs of business; a lack of supply of graduate level jobs and an insufficiently diverse economy with a heavy reliance on the public sector and business & financial services.

Brighton & Hove has established a reputation for innovation and creativity especially in the context of other UK coastal locations, but it is 'enterprise ready' not an 'enterprise engine' [38] and it remains more a city of enormous potential rather than a city of solid achievement. It needs to address its weaknesses to maintain its positive momentum towards a thriving, sustainable knowledge economy.

This means addressing skills gaps, under investment in infrastructure, challenging local complacency and lack of ambition and ruthlessly focusing on the quality of the public realm and improving access, legibility and connectivity to, from and within the city. This will not only help to retain the brightest of our workforce (bright people like living in bright places) but also attract external visitors to support the hospitality and retail sectors.

In this regard the wholesale redevelopment of the Brighton Convention Centre and its contribution to the out-of-season visitor economy is vital but so too is the delivery of the rest of the £2.2bn of physical developments in the pipeline which will be inevitably delayed by the current economic circumstances.

[36] Is Social Enterprise at a Crossroads. Central Office of Information. 2008
[37] Michael French. Editor Develop Magazine. Issue #85. July 2008
[38] How can Cities thrive in the Knowledge Economy. The Work Foundation. 2008

Also the city must support emerging, high growth businesses especially its creative industries and encourage more businesses to take advantage of export markets and encourage all businesses to embrace new technologies that can help them to compete by being more productive. Its cosmopolitan reputation should help to establish international links with like-minded cities.

We must dramatically improve school performance. The new Falmer Academy will provide a new model for exploiting the tremendous value of our two Universities and City College. The Universities and FE college have been proactive in getting closer to businesses with no small measure of success e.g. ProfitNet and the Collaborative Training Centre at the University of Brighton; the Innovation Centre (SInC) and the £1.35m collaboration with Animazoo at Sussex University and the SOLD project at City College. But this momentum must be maintained and business must reciprocate and make the effort to collaborate more closely with the city's further and higher education establishments via Knowledge Transfer Partnerships, internships, work placements and curriculum development.

Brighton & Hove's Third Sector (Voluntary & Community sector) is well developed. It's estimated 1,600 organisations generate £96m for the local economy and employ 8,000 people with over 19,000 volunteers but it is often under-appreciated. It has an important part to play in delivering economic prosperity and should be supported to ensure its potential is realised.

We must also invest in physical capital and ensure that our housing stock reflects the needs and aspirations of families as well as younger, mobile, single people. We need to continue to develop the city's profile, selling its potential and articulating clear goals and ambitions to residents and businesses both within and outside the city.

Brighton & Hove will have to overhaul its business model as outlined above if it wants to succeed. The new globalised economy will be entirely unforgiving of those cities that make mistakes and there will be few second chances. The future belongs to the bold.

6.0 MONITORING AND DELIVERY

The success of the economic strategy will be in the ability of the Economic Partnership and its partners within the city and beyond to work together to deliver the actions that underpin it. This will require a commitment to partnership, sufficient flexibility to adapt to changing circumstances and a robust approach to monitoring and evaluation so that the effectiveness of interventions can be properly evaluated. This section outlines the role of the Economic Partnership; how the strategy and action plans will be monitored and delivered and the reporting structures that will be put in place to ensure that the strategy is delivered.

6.1 The Role of the Brighton & Hove Economic Partnership

The Brighton & Hove Economic Partnership (BHEP) is an unincorporated partnership of representatives from different sectors of the city's economy. Working with the local authority and SEEDA it devises the economic strategy for the city and encourages and facilitates its delivery. It responds formally to strategic planning applications and local, regional and national consultation opportunities where appropriate.

The Economic Partnership has existed for nearly ten years and was recently part of a SEEDA led in-depth review of partnerships and partnership structures across the region. This concluded that economic partnerships continue to play an important role within the sub regions as the main business-led partnership in each area through which business views can be heard alongside those of the public and voluntary sector. The Brighton & Hove Economic Partnership plays an increasingly important role both inside and outside the city especially in terms of:

- bringing forward more innovative and creative solutions to addressing the issues affecting the Brighton & Hove economy;
- promoting the importance of economic development to the public in Brighton & Hove;
- collectively taking the case to Government for greater level of investment in Brighton & Hove’s economy and infrastructure;
- developing sustainable economic priorities and plans and the agreement of the Brighton & Hove Local Area Agreement;
- strengthening influence over the regional and national agendas;
- engaging businesses in public policy debates and representing the business view on a wide variety of other partnerships
- working more closely on cross border issues with other economic partnerships in the region; and,
- ensuring the Partnership is recognised by SEEDA as the primary organisation for promotion of the city’s economic development priorities and the Regional Economic Strategy.

It is viewed by most stakeholders as an effective organisation that listens to businesses and represents the interests of the local economy to local, regional and national government about issues that affect them and the Brighton & Hove economy.

However, the Brighton & Hove Economic Partnership has limited resources, so it must prioritise its actions and focus on working closely with businesses and partners on projects that will add value and have the highest impact.

This will generally divide into two ways of working:

Direct Delivery – *where the Partnership directly takes forward initiatives itself if no other agencies are forthcoming; and*

Lobbying and Influencing – *where the Partnership provides a business voice on key messages to local, regional and central Government or supports other organisations doing that*

The following section sets out in detail, the monitoring and delivery arrangements for the Strategy.

6.2 Reporting Progress & Measuring Targets

BHEP is one of the family of organisations, sitting under the Local Strategic Partnership (LSP) and the Public Service Board (PSB), responsible for the delivery of the Local Area Agreement (LAA). The Economic Partnership, in conjunction with the local authority is tasked with ensuring that the economic development targets within the LAA are delivered. The indicators and targets (both national and local) within the LAA have been selected to reflect only the key priorities in the city over a period of three years and consequently the Brighton & Hove LAA 2008 will be an important element of the measuring framework for this Strategy. Details of the LAA are attached as Appendix C.

However, solely using the LAA framework as a means of measuring progress against a set of targets does not take account of the wider picture or changes in perceptions and attitudes (and the National Indicator Set – which is the basis of the LAA framework - does not provide a particularly helpful set of indicators on the economy). The Partnership will need to adopt measures to monitor changes in attitudes and confidence amongst businesses and the general population. The assessment of the attitudes and aspirations provides a useful insight into changes of perceived well-being in the city.

The reporting structure will therefore be:

1	The staff of the BHEP will have the day to day responsibility of promoting and delivering the Strategy
2	The BHEP Chairman and Executive will drive the action plan and the vision set out in the Strategy
3	Each action area will exploit the expertise of BHEP members who will work with the BHEP staff in the delivery of action plan
4	The Executive Director of the BHEP will report at each Board meeting (quarterly meetings held each year) on the progress made against each action and the aims of the Strategy. This progress report will be a standing item at the start of each meeting.
5	A copy of the minutes from quarterly BHEP meetings will be posted on the Brighton Business website.
6	Progress of the overall action plan will be updated at quarterly intervals using a traffic lights system to show progress and be made available to the public by posting on the Brighton Business website.

Short term = 1 – 3 years
Medium term = 4 – 8 years
Long term = 8+ years

AMBITIOUS

REF	WHAT	WHO	WHEN	LINK TO REGIONAL STRATEGY
A1	Seek agreement that the strategy provides the central vision for the city to realise its ambition to be a knowledge-based economy.	Economic Partnership, city council, Local Strategic Partnership, City Council, Business Associations, SEEDA	Short term	Forms part of central vision: by 2016 the South East will be a world class region achieving sustainable prosperity
A2	Provide the business voice and a lobbying role in response to new developments, infrastructure requirements, transport initiatives, and policy development	The Economic Partnership, Chamber of Commerce, Sussex Enterprise, business associations	Short term	Smart Growth,
A3	Develop of range of measures to support local businesses through the economic downturn (2009/10) including additional business support, actions to enhance SME cash flow, lobbying High Street banks and focussed marketing activities.	The City Council, Economic Partnership, Chamber of Commerce, Business Link, FSB, JobCentre Plus, SEEDA	Short Term	Smart Growth
A4	Increase awareness of the world of work in 14 – 19 year olds to make them "employment ready" via engagement with Secondary head teachers and closer links between schools, especially the new Falmer Academy, and businesses.	Economic Partnership, City Council, Education Business Partnership, Falmer Academy	Short term	Smart Growth
A5	In association with key employers, develop introductory courses for A* 14-15 year olds on University campuses at an early point to demonstrate the local offer.	Schools, City Council, the Universities	Short term	Smart Growth, Transformational action: Education led regeneration
A6	Deliver wider impact of the Education Business Partnership (EBP) in Brighton & Hove to work for the needs of the economy	The City Council, EBP, the Economic Partnership	Short term	Smart Growth, Sustainable Prosperity, Transformational action: Education led regeneration

	for the needs of the economy.	Partnership,		
A7	Develop clear working links between the universities and the city to provide a single point of entry for businesses to access the advice and expertise from universities easily and effectively. Raise the joint contribution of the two universities to the city's economy to £1bn	The Economic Partnership, City Council, the Universities, businesses and business support groups	Short term	Global Competiveness, Smart Growth
A8	Create a knowledge transfer specialist post(s) to work on behalf of the two universities and to focus on incentivising the university staff to engage with business.	The Universities, Sussex Innovation Centre, SEEDA, The Economic Partnership, City council	Short term	Global Competiveness, Smart Growth, Transformational action: Education led regeneration
A9	Identify the key technologies where research in the two universities has a global competitive advantage and establish networks to manage and maximise economic development. Develop inter-university links and joint working, particularly in key research and subject areas (e.g. the White Rose University consortium model [39]).	Sussex Innovation Centre, the Universities, business support groups, SEEDA, The Economic Partnership	Medium term	Global Competitiveness
A10	Investigate mechanisms to protect intellectual property rights in Universities where a model is not already in place.	The Universities, Wired Sussex	Short term	Global Competiveness, Smart Growth
A11	Provide flexible incubation space for university spin out businesses and move-on space within the city and progress a model for the Universities to manage this space.	The Universities, Sussex Innovation Centre, SEEDA, the City Council	Medium term	Global Competiveness, Smart Growth
A12	Work with SME's to ensure technology advances are being used effectively to enable	The Economic Partnership, businesses	Short term	Smart Growth, Transformational actions: 100% next generation

[39] The White Rose University Consortium is a strategic partnership between Yorkshire's leading research universities of Leeds, Sheffield and York. The combined research power of the three institutions ranks alongside that of the Universities of Oxford and Cambridge and accounts for 86% of the region's research spend. www.whiterose.ac.uk

	them to compete and to introduce cost saving flexible working practices. Install city-wide fibre optic cable network to equip businesses with access to next generation broadband.	& support groups, Business Link, Chamber of Commerce, SEEDA, City Council		broadband coverage
A13	Support the growth of the creative industries sector to become globally competitive with particular reference to digital media.	The Universities, The City Council, Wired Sussex, MD Hub, SEEDA, Sussex Innovation Centre, Creative Brighton, Brighton Music Network	Short term – Medium term	Global Competiveness, Smart Growth
A14	Improve sporting and leisure facilities in the city and exploit the business opportunities presented by the 2012 Olympic Games.	The city council, Sport England, the Economic Partnership	Short term - Medium term	Sustainable Prosperity, Transformational actions: Making the Most of 2012
A15	Establish Social Enterprise Incubation Centre(s) in the city.	The Business Community Partnership, the City Council, The Economic Partnership	Short term	Smart Growth, Sustainable Prosperity
A16	Establish a (SEEDA funded) cross-boundary pan Sussex Innovation & Growth Team (IGT) to service the needs of the city involving the universities and other relevant agencies in its design and operation.	The Economic Partnership(s), SEEDA, The Universities, Sussex Innovation Centre, MDHub, Wired Sussex, the city council, Chamber of Commerce, Business Link, Business Link	Short term	Global Competiveness, Smart Growth
A17	Bring forward development sites to satisfy the need for commercial space and new homes exploring alternative means e.g. through special delivery vehicles etc. *(also refer to spatial action*	City Council, SEEDA, The Economic Partnership, developers	Medium term	Smart Growth

	plan)			
A18	Develop of a user-friendly City Council planning service capable of rapid determination of applications and encourage constant dialogue between City Planning, the wider business community, commercial agents and developers.	The Economic Partnership, city council, commercial agents and developers	Short term	Smart Growth
A19	Nurture strategic business links with East Sussex and West Sussex to develop a Diamond for Growth & Investment on the Sussex Coast and develop strategic links with other Diamonds for Growth locations especially Gatwick Diamond.	The Economic Partnership, City Council	Medium term	Smart Growth, Spatial Approach
A20	Enhance connectivity through improved transport links along the coast east and west and north to Gatwick & London. Deliver suitable Park & Ride site(s) on the edge of the city and mechanisms for decreasing city centre congestion.	City Council, transport operators, SEEDA.	Short term – Medium term	Smart Growth
DISTINCTIVE				
REF	**WHAT**	**WHO**	**WHEN**	**LINKS TO REGIONAL STRATEGY**
D1	Maintain the highest standards of design and maintenance in the public realm especially in areas of high density and in the core city centre and exploit opportunities for further pedestrian prioritisation.	The city council, Brighton BID Ltd, business associations, Brighton & Hove Business Forum	Short term to Medium Term	Sustainable Prosperity
D2	Develop, protect and diversify the retail offer within the city, in particular working with the local authority to develop Churchill Square as part of the Brighton Centre redevelopment	The city council, Standard Life, businesses associations, the Economic	Medium term	Sustainable Prosperity

	scheme.	Partnership		
D3	Extend the city's Business Improvement District (BID).	Economic Partnership, Brighton & Hove Business Forum, City Council	Medium Term	Smart Growth
D4	In consultation with local businesses and the Environment Agency, develop a masterplan for the seafront maintaining the current focus on art, recreation and sport (*refer also to spatial action plan*)	The City Council,	Short Term	Sustainable Prosperity
D5	Exploit to opportunities for tourism, sport and recreation presented by the South Downs National Park.			
D6	Invest in the city's festivals with particular reference to the Brighton Festival and Fringe and develop an Events Strategy to maximise the profitability of events.	City Council, Brighton Festival & Dome, Pride, business association, businesses	Medium Term	Smart Growth
D7	Develop bespoke apprenticeship, internships, volunteer and work placement schemes for key sectors of the Brighton & Hove economy in partnership with employers.	City Council, City College, The Economic Partnership, businesses associations and business support groups,	Medium term	Smart Growth, Transformational action: Education led regeneration
D8	Develop learning programmes in Higher and Further education that meet the needs of employers, especially in key niches such as digital media and other creative industries.	Wired Sussex, the Universities, Creative Brighton, The Economic Partnership, City College, businesses associations and business support groups	Medium term	Global Competiveness, Smart Growth
D9	Increase the remit and capacity of MD Hub, Wired Sussex, Creative Brighton, Sussex	MD Hub, Wired Sussex, the Economic	Short term	Global Competitiveness, Smart Growth

	Wired Sussex, Creative Brighton, Sussex Innovation Centre, Sussex learning Network and the local Chamber of Commerce to assist businesses to grow with particular emphasis on local provision of higher value jobs.	the Economic Partnership, the City Council, SEEDA, Chamber of Commerce, Creative Brighton, Sussex Learning Network		
D10	Develop the Sussex Employment & Skills Board (ESB) to ensure it is appropriate to the needs of the city. Use these needs to determine the pattern of Business Link provision delivering focussed support and advice for specific key sectors.	The Economic Partnership, SEEDA, City Council, Business Link, Chamber of Commerce, Wired Sussex, MD Hub, The Universities	Short Term	Smart Growth, Transformational action: Education led regeneration
D11	Provide support and raise awareness of the environmentally focussed businesses operating within the city in particular those that are engaged in environmental technology. Capture and grow this intellectual cluster of ethical/environmental businesses.	The City Council, Business Link, SEEDA, the Universities, Economic Partnership, Chamber of Commerce, Business Community Partnership	Short term	Smart Growth, Global Competitiveness, Transformational actions: Global Leadership in Environmental Technologies
D12	Lobby for the definition of 'key worker' to be widened to include some private sector employees so that it is more appropriate to the needs of the Brighton & Hove economy.	The Economic Partnership, Chamber of Commerce, business associations	Short term	Smart Growth, Sustainable Prosperity
D13	Disseminate the actions and messages in the City Council's Climate Change Strategy and Sustainability Strategy to the business community to reduce the city's carbon and water footprints.	The Economic Partnership, the City Council, Local Strategic Partnership, Chamber of Commerce, business associations, the City	Short term	Sustainable Prosperity

		Sustainability Partnership, Southern Water		
D14	Identify a European city with similar economic profile to Brighton & Hove to act as a key partner for knowledge exchange and the development of shared approaches to common challenges.	The Economic Partnership, City Council	Short Term	Spatial Approach: Greater South East

MORE EQUAL

REF	WHAT	WHO	WHEN	LINKS WITH REGIONAL STRATEGY
R1	Reduce NEET rates of 16-18 year olds.	City Council, FE institutions, Job Centre Plus, Education Business Partnership	Medium term	Smart Growth, Sustainable Prosperity, Transformational action: Education led regeneration
R2	Promote the Skills Pledge that commits employers to train staff to a full Level 2 qualification (5 x GCSEs at A* - C grade or equivalent) & promote Train to Gain and Skills Accounts to local employers.	Education Business Partnership, The Economic Partnership, City Council	Short Term	Smart Growth, Transformational action: Education led regeneration
R3	Use the city's construction programme to provide employment and training opportunities for those furthest from the labour market.	The city council, developers	Short Term - Medium Term	Smart Growth, Transformational action: Education led regeneration
R4	Promote and assist employers to establish Local Employment Partnerships (LEPs) and apprenticeship schemes and to take advantage of new flexibilities introduced into the Train to Gain scheme.	The Economic Partnership, SEEDA, City Council, Business Link, Sussex Employment & Skills Board, Job Centre Plus	Short Term	Smart Growth
R5	Establish a Local Delivery Vehicle for improving the stock of social housing. Use the allocation	Strategic Housing Partnership, City Council	Short term	Smart Growth, Sustainable Prosperity

	the stock of social housing. Use the allocation of social housing to encourage mixed tenure and address issues of worklessness via job seeker compacts and skills training agreements linked to tenancies for social housing.	Partnership, City Council		
R7	Support the city's Third Sector organisations to contribute towards economic prosperity	The City Council, Brighton & Hove Community & Voluntary Sector Forum	Short Term	Smart Growth, Sustainable Prosperity
R8	Develop a range of low cost home ownership options to assist householders to become homeowners.	Strategic Housing Partnership, City Council	Short term	Smart Growth, Sustainable Prosperity
R9	Increase the supply of affordable homes and family homes in the city available to the workforce	City Council, Strategic Housing Partnership, developers.	Medium term	Smart Growth, Sustainable Prosperity

SPATIAL ACTION PLAN

S (a): LEWES ROAD & THE ACADEMIC CORRIDOR

Rationale

The Lewes Road & Academic Corridor is a priority regeneration area forming an important gateway to the city for visitors and businesses. The vision is for it to become a neighbourhood of knowledge and enterprise focused around the universities.[40]

The availability of development sites and the connections with the two university campuses and the Sussex Innovation Centre make its development a key priority. The development area extends from the Level north east towards the Universities of Sussex and Brighton and the administrative boundary of the city. It is the focal route for the two universities and their students, with the campuses being located along the A270 from The Steine to Falmer. There is also a proposal for a City Academy at Falmer High School.[41]

The concept of the Academic Corridor has existed for a number of years. It aims to promote the role of the universities within the area, encouraging them to develop closer links with local businesses.

The Economic Partnership will deliver on certain aspects of the Preferred Option Policy (DA3 - Lewes Road) especially in terms of ensuring the actions within the action plan are implemented within this spatial context. It will work with the universities, businesses and landowners within the development area to bring about the vision for an Academic Corridor.

[40] www.brighton-hove.gov.uk London Road Lewes Road (LR2) study
[41] Core Strategy – Revised Preferred Options June 2008

REF	ACTION	PARTNERS	TIMEFRAME
S (a) 1	Support the actions outlined in Policy DA3 (Lewes Road) as set out in the Core Strategy Revised Preferred Options June 2008.	The Economic Partnership, the City Council, developers and landowners, the Universities	Short – long term
S (a) 2	Produce a supplementary planning document in partnership with the universities that will guide the sustainable redevelopment and expansion of the university campuses and will encourage closer links between the universities and local communities.	The City Council, and the Universities	Short term
S (a) 3	Deliver high profile and high quality development at the community stadium site (Village Way North) including the delivery of new learning facilities for City College both at the Stadium and Wilson Avenue.	The City Council, developers and landowners, the Universities, SEEDA, Brighton & Hove Albion Football club	Medium term
S (a) 4	Redevelop Preston Barracks site to provide high quality office accommodation, residential accommodation, university facilities and a new public realm.	City council, SEEDA, developers	Short term
S (a) 5	Support place shaping improvements to the quality of the environment, support high standards of design in new building and improvements to the access and legibility together with improved transport to this important gateway into the city	The Universities, The Economic Partners City Council, city council, transport operators, developers	Short-medium term

SPATIAL ACTION PLAN
S (b): THE CITY CENTRE, BRIGHTON CENTRE AND CHURCHILL SQUARE

Links to other strategies

Consultation exercise for Strategy review May - July 2008

Core Strategy Revised Preferred Options June 2008

Sustainable Community Strategy 2006

Local Area Agreement 2008

Retail Study 2006

Public Space Public Life study 2007

Tourism Strategy 2008

Regional Economic Strategy 2006 - 2016

Rationale

This area includes the heart of the cultural, retail and commercial core of the city and contains the key drivers of the local tourism, leisure and shopping economy. The Brighton Convention Centre, which is owned by the City Council, was constructed in 1977 and is now outdated in terms of its design, specification and appearance when compared with other more modern conference centres elsewhere. The City Council's medium-term aspiration is to secure the city's conference economy by redeveloping the Brighton Centre.

Churchill Square & Western Road together form Brighton's prime pitch retail area and contain a mix of large, modern, retail units (Churchill Square) and older, turn-of-the-century, traditional shops of varying sizes (Western Rd). There is considerable potential to enhance the pedestrian environment, unit configuration, appearance and national multiple retailer representation. The 2006 GVA Grimley Retail Study identified a need for an additional 56,000 m^2 of retail space to enable existing retailers to trade up and to attract major new retailers, while existing stock needs to be redeveloped and modernised[42]. This will help Brighton & Hove to compete against nearby towns like Croydon and Crawley with 140,000 m^2 of retail space in the pipeline.

The redevelopment of the Brighton Centre and the associated provision of new retail floorspace in Churchill Square has been a long term ambition. An outdated conference centre places the city at risk of losing investment and visitors to other competitors in the UK and overseas. The £400m development scheme includes extending Churchill Square down to the seafront and replacing the conference centre with a much smaller venue on the site of the current Kingswest cinema and nightclub on the corner of West Street.

[42] Core Strategy – Revised Preferred Options June 2008

The redevelopment of the Brighton Centre and Churchill Square will position the city as one of Europe's leading conference and meeting destinations and consolidate Brighton's role as a primary regional shopping centre.

REF	ACTION	PARTNERS	TIMEFRAME
S (b) 1	Support the actions outlined in Policy DA1 (Brighton Centre and Churchill Square Area) as set out in the Core Strategy Revised Preferred Options June 2008.	The Economic Partnership, City Council, developers and landowners, businesses, SEEDA.	Short – long term
S (b) 2	Redevelop the existing Brighton Centre with a new state of the art convention facility and to incorporate an extension of Churchill Square with new retail floorspace as part of the overall development.	SEEDA, the City Council, Standard Life, The Economic Partnership	Medium term
S (b) 3	Support place shaping improvements to the quality of the environment, support high standards of design in new building and improvements to the access and legibility together with improved transport provision to the seafront and to the proposed developments.	The City Council, developers and landowners, businesses, the Economic Partnership	Medium – long term
S (b) 4	Renew and expand the Business Improvement District (BID) at the end of its term to include an increased geographical area of the city centre	The Economic Partnership, City council, businesses	Short term
S (b) 5	Explore and support further options for city centre pedestrian prioritisation	City Council, Business	Short term – Medium term

		associations, Brighton & Hove Business Forum	

SPATIAL ACTION PLAN
S (c): SHOREHAM HARBOUR AND SOUTH PORTSLADE

The draft South East Plan identifies Shoreham Harbour as a specific site requiring co-ordinated action to unlock economic development potential and the Regional Economic Strategy (RES) designates it as a Regionally Significant Port, the potential of which needs to be explored. It covers about 260 hectares of land (approximately 90 ha are owned by the Shoreham Port Authority), two-thirds of which are within Adur District. The wider Harbour area could potentially be one of the largest waterfront regeneration areas in the country. While this potential has long been recognised, implementation has been frustrated by a number of complex infrastructure costs. The Harbour is one of the few "industrial" areas in Brighton and Hove.

Links to other strategies

Consultation exercise for Strategy review May - July 2008

Core Strategy Revised Preferred Options June 2008

Sustainable Community Strategy 2006

Review of Sub National Economic Development & Regeneration 2007

Local Area Agreement 2008

Regional Economic Strategy 2006 - 2016

Employment Land Study 2006

Draft South East Plan

The regeneration of the wider Shoreham Harbour area may be the only site that offers significant potential to meet the long-term (15 to 20 year) demands for housing and employment in the wider Brighton & Hove area.

Plans to develop Shoreham Harbour started with the adoption of the Shoreham Maritime: Vision to Reality document in 1999, but in 2003, the City Council considered that a regeneration proposal was undeliverable from an economic, political and sustainable transport perspective. However, since then, SEEDA has initiated revised proposals for the wider Harbour area in conjunction with the three local authorities, the Port Authority and other key organisations with a view to producing a deliverable redevelopment programme.

The emerging scheme is more significant in scale and considers a wider area that includes South Portslade (plus Southwick and Fishersgate in Adur District). The proposals expect to deliver greater economic, social and environmental benefits, including a substantial mixed-use scheme that includes residential and development alongside new leisure facilities. [43]

The Harbour was awarded Growth Point (GP) status in July 2008. GP status will entitle the Harbour to a share of £100m of government funds which will enable significant upgrades to public transport, measures to improve long-term flood protection, the

[43] Core Strategy – Revised Preferred Options June 2008

development of a range of new community facilities (such as schools and doctors' surgeries), and improved open spaces and beach access[44].

An Area Action Plan (AAP) encompassing a development area much larger than just the port will be prepared by the three local authorities with support from SEEDA. Although many of the challenges outlined in the original vision Shoreham maritime vision still remain, the policy drivers to address them have changed significantly in the last five years.

The Shoreham Harbour development site has the potential to be a showcase example of a sustainable neighbourhood, providing housing and employment space and improvements to local communities. It is also one of the key projects being undertaken in partnership with neighbouring authorities.

REF	ACTION	PARTNERS	TIMEFRAME
S (c) 1	Support the actions outlined in Policy DA7 (Shoreham Harbour and South Portslade) as set out in the Core Strategy Revised Preferred Options June 2008.	The Economic Partnership, SEEDA, the City Council, neighbouring authorities, The Port Authority	Short – long term
S (c) 2	Participate in the economic development steering group for the Shoreham Area Action Plan (AAP) and support the development of an evidence based economic development strategy setting out the key land use requirements of the city especially in terms of housing and employment allocations to create a highly sustainable neighbourhood adhering to the latest standards for sustainable development.	The Economic Partnership, WSEP, SEEDA, local authorities	Short term to Medium Term
S (c) 3	Investigate delivery vehicle options for delivering the overall package of schemes and developments.	SEEDA, the City Council, neighbouring authorities, The Port Authority, The Economic Partnership,	Short term

[44] www.brightonbusiness.co.uk – Shoreham Harbour gets Growth Point status

S (c) 4	Develop appropriate sites in the Portland Road and Boundary Road areas, e.g. EDF Energy site, Gala Bingo Hall etc to provide mixed use developments to support the employment and housing needs of the city	City Council, developers, EDF Energy	Medium Term

SPATIAL ACTION PLAN
S (d): NEW ENGLAND QUARTER AND LONDON ROAD

London Road is the main gateway into the city from the north/A23 and, with the New England Quarter, forms one of the two London Road/Lewes Road (LR2) priority regeneration area. The vision is to 'revitalise the London Road retail area and create a major commercial quarter for Brighton & Hove, consisting of high quality commercial accommodation connecting London Road with the New England Quarter and improve connections between businesses and the universities and City College. Its central location makes it a key site for providing workspace for creative industries and digital media businesses.

Links to other strategies

Consultation exercise for Strategy review May - July 2008
Core Strategy Revised Preferred Options June 2008
Sustainable Community Strategy 2006
Local Area Agreement 2008
London Road Lewes Road (LR2) Regeneration Study 2007
Employment Land Study 2006
Public Space Public Life Study 2007
Creative Industries Workspace Study 2008

REF	ACTION	PARTNERS	TIMEFRAME
S (d) 1	Support the actions outlined in Policy DA4 (New England Quarter and London Road) as set out in the Core Strategy Revised Preferred Options June 2008.	The Economic Partnership, the City Council, landowners, developers, the Universities, City College	Short – long term
S (d) 2	Develop a new business quarter centred around Elder Place/New England Street and identify the employment space requirements, location and type of occupiers appropriate for creative industries and digital media companies as part of the regeneration of the wider London Road strategy.	The City Council, landowners, Wired Sussex, Creative Brighton, developers, The Economic Partnership	Short – medium term
S (d) 3	Make place shaping improvements to the quality of the environment, support high standards of design in new building and improvements to access and legibility to this	The City Council, landowners,	Short – medium term

	important gateway into the city	developers, businesses	

SPATIAL ACTION PLAN
S (e): BRIGHTON MARINA & BLACK ROCK

Brighton Marina is one of the largest marinas in Europe. Despite this, lacking any coherent urban form or imaginative public realm and with a patchy and uncoordinated retail and leisure facilities, it has never delivered any meaningful contribution to the city's destination offer since its construction in the early 1970s. The Black Rock site enjoys a superb beachfront location adjacent to, but largely disconnected from, Brighton Marina and also suffers from poor connectivity to the city centre.

Links to other strategies

Consultation exercise for Strategy review May - July 2008

Core Strategy Revised Preferred Options June 2008

Sustainable Community Strategy 2006

Local Area Agreement 2008

Brighton Marina PAN 2008

Employment Land Study 2006

REF	ACTION	PARTNERS	TIMEFRAME
S (e) 1	Support the actions outlined in Policy DA2 (Brighton Marina & Black Rock) as set out in the Core Strategy Revised Preferred Options June 2008.	The Economic Partnership, the City Council, landowners, developers, businesses	Short – long term
S (e) 2	Redevelop the outer harbour providing residential accommodation with up to 40% affordable housing combined with public space and buildings of high architectural and sustainability standards, ensuring that the local community derives benefits during and after construction.	The City Council, landowners, developers,	Short – medium term
S (e) 3	Redevelop the inner harbour to provide residential accommodation with up to 40% affordable housing and new retail facilities and buildings of high architectural and sustainability standards ensuring that the local community derives benefits during and after construction.	The City Council, landowners, developers, businesses	Short – medium term
S (e) 4	Make place shaping improvements to the quality of the environment, support high standards of design in new building and improvements to access and legibility.	The City Council, landowners, developers,	Short – medium term

		businesses	
S (e) 5	Deliver a major leisure based facility to enhance the city’s destination and tourist offer at Black Rock, ensuring that the local community derives benefits during and after construction.	The City Council, landowners, developers, businesses	Short – medium term
S (e) 6	Enhance transport links to the Marina & Black Rock via the new Rapid Transit System to increase connectivity to the city centre	The City Council, transport operators	Short – medium term

SPATIAL ACTION PLAN
S (f): EASTERN ROAD & EDWARD STREET

The dual carriageway taking traffic east from the Old Steine to Kemp Town dominates this area of generally poor public realm with a heavy emphasis on office accommodation (especially the European headquarters of American Express) and civic buildings such as the law courts, police station and Royal Sussex County Hospital which is undergoing large scale expansion.

Some sites, e.g. Gala Bingo Site and Freshfield Industrial Estate offer opportunities for more efficient use of the employment land.

Links to other strategies

Consultation exercise for Strategy review May - July 2008

Core Strategy Revised Preferred Options June 2008

Sustainable Community Strategy 2006

Local Area Agreement 2008

Employment Land Study 2006

Hotels Futures Study 2007

Retail Study 2006

Tall Buildings Study

REF	ACTION	PARTNERS	TIMEFRAME
S (f) 1	Support the actions outlined in Policy DA5 (Eastern Rd & Edward St as set out in the Core Strategy Revised Preferred Options June 2008.	The Economic Partnership, the City Council, landowners, developers, businesses	Short – long term
S (f) 2	Deliver high quality, sustainable mixed use development including education, employment and housing with up to 40% affordable housing in Circus Street	The City Council, landowners, developers, businesses	Short – long term
S (f) 3	Deliver new office accommodation in Edward Street to accommodate the needs of American Express	City Council, American Express	Medium term

	S f 4; Redevelop Gala Bingo site and Freshfield Road Industrial Estate as and when the opportunity arises	The City Council, landowners, developers, businesses	Short – long term

SPATIAL ACTION PLAN
S (g) : THE SEAFRONT

Since the 1980s the Seafront has undergone a transformation in the quality of public realm, the mix and scale of commercial enterprise providing a year-round sport, leisure and cultural offer for local residents and visitors which will be further enhanced by the addition of the Brighton Eye 360 viewing platform and a new conference centre and associated hotel. The seafront is the city's main public space and provides an important opportunity for formal and informal recreation. There is a need to enhance and improve the public realm along the seafront and new opportunities should be encouraged to provide for new cultural, sport and leisure activities.

Links to other strategies

Consultation exercise for Strategy review May - July 2008

Brighton & Hove Council Seafront Vision March 2003

Core Strategy Revised Preferred Options June 2008

Sustainable Community Strategy 2006

Local Area Agreement 2008

Tourism Strategy 2008-08-22 Open Space & Sport Recreation Study 2008

Creative Industries Workspace Study 2007 -2017

Strategic Flood Risk Assessment 2008

REF	ACTION	PARTNERS	TIMEFRAME
S (g) 1	Support the actions outlined in Policy SA1 (The Seafront) as set out in the Core Strategy Revised Preferred Options June 2008.	The Economic Partnership, the city council, landowners, developers, businesses	Short – long term
S (g) 2	Prepare a Masteplan for the development of the seafront from Boundary Rd/Station Road in the West to the Marina in the East maintaining an emphasis on art, sport and recreation.	The City council	Short – long term
S (g) 5	Explore options for the redevelopment of the King Alfred site with provision for a new sports centre and contribution to the city's affordable housing needs with up to 40% affordable housing.	The City council	Medium term

S (g) 3	Maintain and enhance the provision of workspace for local artists and craftspeople.	The City council	Shirt term
S (g) 4	Maintain and enhance the distinctive quality of the seafront's sporting, leisure and retail provision.	The City council	Short term

SPATIAL ACTION PLAN

S (h) : HOVE

This is one of Brighton & Hove's most concentrated employment use areas mixed with high density residential accommodation centred around the railway station and east west track. Although the commercial accommodation is well used with few vacancies there is scope for more efficient use of the employment land. The public realm is generally of very poor quality and it has at least one pollution hot spot and major traffic junctions that operate at or close to capacity. There is a need to encourage public realm improvements and there is scope to increase the efficiency of land use in the area. A priority is to protect and enhance existing employment floorspace provision and to prepare a masterplan to promote and co-ordinate employment led mixed use regeneration developments.

Links to other strategies

Consultation exercise for Strategy review May - July 2008

Employment Land Study 2008

Retail Study 2006

Local transport Plan 2006

Tall Buildings SPG 2004

Open Space, Sports & Recreation Study 2008

Reducing Inequalities Review 2008

Sustainable Community Strategy 2006

REF	ACTION	PARTNERS	TIMEFRAME
S (h) 1	Support the actions outlined in Policy DA6 (Hove Station) as set out in the Core Strategy Revised Preferred Options June 2008.	The Economic Partnership, the city council, landowners, developers, businesses	Short – long term
S (h) 2	Prepare a masterplan to promote and coordinate employment led mixed use regeneration of underused land and buildings in the area and to ensure that public realm and townscape improvements are fully addressed.	The city council, landowners, developers,	Short term

		businesses, the Economic Partnership	
S (h) 3	Redevelop strategic sites e.g. EDF Energy site in Portland Rd, Sackville Trading Estate, King Alfred site, Sackville Hotel site etc to provide for the needs of Hove residents and businesses ensuring that the existing Hove Town Centre thrives.	The city council, landowners, businesses	Short to Medium Term

CULTURE, TOURISM & ENTERPRISE OVERVIEW AND SCRUTINY COMMITTEE	Agenda Item 63 Brighton & Hove City Council

Subject:		**Sustainable Event Guidelines**		
Date of Meeting:		**30 March 2009**		
Report of:		**The Director of Environment**		
Contact Officer:	Name:	Ian Taylor	Tel:	292711
	E-mail:	Ian.taylor@brighton-hove.gov.uk		
Wards Affected:	All			

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

1.1 To review the research undertaken into the creation of a sustainable event management system and agree the timetable 'working towards BS 8901'.

2. RECOMMENDATIONS:

2.1 Members are requested to:-

2.1.1 Endorse the creation of a sustainable event management system for outdoor events.

2.1.2 Agree the timetable for the implementation of 'working towards BS 8901'.

3. BACKGROUND INFORMATION

3.1 The most common definition of sustainable development is 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs'.

3.2 British standard 8901 was launched within the events industry in November 2007 with the definition of 'an enduring, balanced approach to economic activity, environmental responsibility and social progress'.

3.3 It makes eminent sense for the council to be working towards attaining BS 8901. However, this needs to be done in a measured way, principally because:-

- There have been some teething problems with the standard resulting in a re-write currently taking place. A re-launch is expected in late 2009.

- There are a very small number of organisations (no Local Authorities) that have attained and are implementing BS 8901. Lessons are still being learnt throughout the events industry. Whilst we want to be at the forefront of this movement we do not want to be making everybody else's mistakes for them.

- It is important to co-ordinate these management systems across the council. We do not want, for example, different sets of criteria for events taking place in our parks than in our venues.

3.4 Officers have taken advice from our trade governing body, the National Outdoor Events Association, who recommend working towards establishing a policy in 2010, with review and audit in 2011 (letter from NOEA included as Appendix 1).

3.5 The proposed timetable for 'working towards BS 8901' is contained in the following matrix.

Phase	Description	Completion date	Actions	Notes
Phase 1	Planning	April 2010	• Write Sustainability policy • Stakeholder engagement • Set targets	A policy with management buy-in which includes all our sustainability objectives. Communicate the policy to all those involved and affected. This may result in the need to re-evaluate objectives. Set targets that can be measured – KPI's (Key Performance Indicators).
Phase 2	Implementation	January 2011	Manage supply chains and maintain communication • Document the system	Require supplies and contractors to conform to guidelines and provide ongoing communication and support. Keep records of the process and steps taken.

Phase 3	Evaluation	December 2011	• Monitor, evaluate • Review, learn	Check that the management system is working to achieve objectives. Analyse results and adjust future targets and system accordingly.

3.6 It is estimated that many organisations are already doing about 80% of what BS8901 requires. Within events taking place in Brighton and Hove there are many examples of sustainability issues already being addressed:-

- Noise pollution – a noise management plan is compiled and carried out by all major outdoor event organisers and monitored by the council's noise team.

- Packaging/plastic bags – working with the British Heart Foundation participants in the London to Brighton Bike Ride are now rewarded with medals rather than 'goodie' bags. This has resulted in nearly 30,000 less plastic bags being produced/used.

- Local sourcing/employment – nearly all products and contractors brought in by the events office are sourced from within Brighton and Hove; caterers, barriers, marquees, security personnel, PA equipment, event crew and first aid staff are some of the resources found locally.

- Renewable energy – Solar energy, provided by a Brighton based company has been used at the Loop Digital Festival on Victoria Gardens and the BBC Springwatch event in Stanmer Park.

- Alternative fuels - Brighton Carnival discouraged the use of petrol and diesel powered vehicles as part of their annual parade. Vehicles powered by recycled chip fat, pure plant oil and electricity took part in the procession in 2008.

3.7 There are many sustainability issues, some of which are listed here. It is impossible to address all of them. The sustainability policy must identify priorities and objectives.

Employment/Economic	Resources	Legislation
Work conditions Maturity of market Work/life balance Local recruitment Diversity Profitability	Fair Trade Energy Materials Waste Cost control Depletion of natural resources Biodiversity Water	Food Safety Reputation Health & Safety Corporate manslaughter Pollution – noise light

An example of a possible guideline is included as Appendix 2.

4. CONSULTATION

4.1 This is a for information report. Once the timetable is agreed consultation will be undertaken as referenced in 3.5.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

5.1 There is no direct additional expenditure in implementation of this policy. All phases will be completed within existing staff resources and budgets.

Derek Mansfield *20th March 2009*

Legal Implications:

5.2 There are no direct legal implications arising from the proposal to work towards achieving BS8901. The standard follows the traditional management model of "plan – do – check – act"and shares common management system processes with the ISO 9001 Quality Management standard and the ISO 14001 Environmental management standard. Achieving the standard may enable the council to identify opportunities to improve efficiency and cut costs as well as helping it enhance its reputation and brand image.

Bob Bruce *16th March 2009*

Equalities Implications:

5.3 The Events programme caters for people from all sectors of the community.

Sustainability Implications:

5.4 All events are planned and staged in accordance with the statutory powers and planning obligations as set out in the Outdoor Events Policy. This report addresses these issues.

Crime & Disorder Implications:

5.5.1 Safety Advisory Groups have been convened for all major outdoor events taking place in Brighton & Hove that have the potential to attract significantly large numbers of people. A protocol between the council and emergency services was agreed in 2004 and will be used for this event.

5.5.2 The Police are involved in both the consultation and planning of all major events.

Risk and Opportunity Management Implications:

5.6 All major events are subject to a full site-specific risk assessment.

Corporate / Citywide Implications:

5.7 Any events taking place on council land will ultimately need to comply with this sustainability policy.

SUPPORTING DOCUMENTATION

Appendices:

1. Supporting letter from the National Outdoor Events Association.

2. Example of sustainability guidelines.

Documents in Members' Rooms:

None

Background Documents:

1. None

Appendix 1

National Outdoor Events Association

Dear Mr. Taylor

I am writing to you to follow up recent discussions in regards to sustainability and events management.
As Vice President for the National Outdoor Events Association (NOEA), I have had the opportunity over the last three years to be a member of the British Standard Committee which consults for BS8901 (Events management and sustainability)
My first impression is that Brighton and Hove City Council Events Department is working very well in terms of BS8901, and embraces the philosophy surrounding environmental, social and economic impact.
It is important to remember that BS8901 is being rewritten at the moment, in order to be able to move this process forward to an international ISO status. As such, the standard itself and guidance documents are currently in a state of flux. Any company or organisation wishing to take on the standard now would be working with it in its embryonic stages. In short, there is still some way to go for the standard and those wishing to follow it. Guidance is currently being written by myself and others, which will assist this process.
The status of any organisation wishing to follow BS8901 would currently be 'working towards the standard'. It is possible to be audited to accreditation of BS8901, but my advice with current changes is not to do this yet.
My recommendation to you at this time is to review timelines with the policy to be working towards by 2010, and to audit by 2011
In order to show working towards status, there is a need to engage all suppliers and event organisers providing services to the Events Department. This process must also include stakeholders, such a multi agency, top level management, and other departments and Brighton & Hove.
It will then be necessary to work from guidelines to provide a maturity matrix and sustainability policy, from which you can start working towards BS8901. As I am sure you will envisage, this will all take some time.
The emphasis of BS8901 is continual improvement, and therefore is a process which spans over years for any organisation.
In 2009, my advice to you would be to begin to engage stakeholders and also to seek trained in the area. There is a very valuable course available on 'getting started' with online tools, and I have sent these details separately to you. London 2012 has also provided guidelines for sustainable events, which are worth reviewing.
http://www.london2012.com/news/archive/2009-02/london-2012-aims-to-inspire-with-guidelines-for-sustainable-events.php
BS8901 requires understanding from within any organisation, and can become technically tricky!
You have my commitment for working towards and implementation of policies for Brighton and Hove City Council

Yours sincerely

Annemarie Chebib
Vice President of NOEA
Managing Director of Select Security & Stewarding Ltd

Transport

Reduce need for travel:

- Consider whether video or teleconferencing is a viable alternative

- If not, consider where delegates are travelling from and choose a location which minimises the requirement for travel, particularly by plane/car

- Recommend accommodation within walking distance of event venue or use a venue which also offers accommodation

Reduce the impacts of travel by offering a travel plan:

- Try to find venues close to public transport and promote the available public transport links to delegates. Provide a link to a travel site such as the DfT's Transport Direct: http://www.transportdirect.info/

- Provide a link to a map such as www.streetmap.co.uk (or, if in London, http://journeyplanner.tfl.gov.uk/) and tell delegates how they can reach the venue on foot

- Promote and/or provide cycling facilities, such as local cycle lanes & routes and bike racks

- If venue is not in walking distance of public transport, offer a shuttle service or encourage taxi-sharing

- Limit the number of car parking spaces available, and provide them only to those who are unable to travel by public transport

- For those travelling by car, encourage car-sharing: put delegates in touch with others travelling from the same areas so they can share cars. This networking opportunity can also add value to delegates

- Offset staff and delegate carbon emissions or encourage delegates to offset their own emissions – a British Standard on carbon offsetting is due to be published in autumn 2007

Top tip: Use low emission vehicles such as hybrid cars if possible.

# CULTURE, TOURISM & ENTERPRISE OVERVIEW AND SCRUTINY COMMITTEE	**Agenda Item 64** Brighton & Hove City Council

Subject:		**Performance Improvement Report – Quarter 3 2008/09**		
Date of Meeting:		**2 April 2009**		
Report of:		**The Director of Strategy and Governance**		
Contact Officer:	Name:	Lisa Shaw	Tel:	29-1131
	E-mail:	Lisa.shaw@brighton-hove.gov.uk		
Wards Affected:	All			

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

1.1 There are two main elements to this report:

- Progress against aspects of the Local Area Agreement (for which the Cultural Services Directorate are responsible).
- Progress against a number of National Indicators (assessed through the Comprehensive Area Assessment Framework) and proxy measures to provide committee with a fuller picture of progress.

1.2 The performance improvement report for Quarter 3 of 2008/09 tracks progress against key actions and milestones to provide members with an indication of progress against performance indicators. CTEOSC are invited to use this information to check progress, and, where necessary, recommend additional action or reporting.

1.3 Colours provide the direction of travel at the time of reporting. Red indicates performance is significantly off target; amber indicates progress against milestones is unknown or uncertain; green points to progress being at or better than the target.

2. RECOMMENDATIONS:

2.1 That the committee are updated on progress against key indicators within the Local Area Agreement and other indicators within the National Indicator Set.

2.2 That the committee reflects upon the detail in the report and requests a year one update report to be brought to committee after June 2009.

3. BACKGROUND INFORMATION

3.1 This report includes data up to December 2008, where available. However, many of the indicators use data which in some cases is significantly time-lagged and may not provide a true picture of the situation in Quarter 3. For this reason, where available we have included proxy measures to better estimate current performance.

3.2 The first year of the three year Local Area Agreement (2008-11) comes to an end in March 2009, in preparation for 2009/10 refreshed targets and data will be submitted to the Government Office of the South East this month.

3.3 The new Comprehensive Area Assessment (CAA) Framework has been issued for implementation from April 2009. CAA represents a fundamental change in the way the council and its partners are assessed moving away from solely focusing on past performance of the council towards a forward looking assessment of our prospects for future success against our objectives. It comprises two main elements; the Area Assessment and the Organisational Assessment.

<u>Overview of progress against key performance indicators</u>

3.4 Performance within the cultural services directorate for quarter 3 (up to December 2008) on the whole, is good. This is especially true for NI 11 Engagement in arts, the latest results suggest participation in arts activities is at 61.2% of the adult population of the city; this is the highest outside London and the highest of all of the 24 Local Authorities that selected this indicator to be included within their LAA.

3.5 Community engagement in local libraries is also showing signs of positive performance, most of the local targets within the LAA delivery plan are on or exceeding targets set.

3.6 There is much positive work going on within the Royal Pavilion and museums section, performance at quarter 3 is ahead of target for meeting the March target of 32,700 school age children in organised visits to museums.

3.7 In the main, most indicators relating to the economy, employment and benefits are amber – this is because data relating to some indicators is significantly lagged and therefore judgements are not possible. Also, the effects of the recession will continue to creep into the results during the next round of reporting and most of these indicators will be ‘in the red’. Guidance relating to target renegotiation (to take into account the recession) has been sought from Government Office of the South East, we have been advised that key targets will not be altered due to the recession as it is not possible to accurately forecast the impacts this may have. It needs to be recognised that some targets may not be met due to the economic downturn. At this stage, it is unknown if this will be taken into account during the assessment of the first year of the Local Area Agreement. This issue is a national one and it is likely GOSE and the Audit Commission will look to how each local authority is dealing with this issue.

3.8 The numbers of people in employment (NI 151) at June 2008 (the latest data we hold) was at 130,700 people (74.2% of the working age population of the city). When comparing this to the previous year the numbers in employment increased by 5400 people. However, this data does not take the recession into account and therefore the next set of data we receive in June 2009 will most likely show a significant decline. There are many positive projects running in order to increase the numbers of people in employment, for example the work involved in delivering the City Employment and Skills Plan.

3.9 The most recent data we have access to in order to track the numbers of the working age population receiving out of work benefits is by tracking the Job Seekers Allowance claimant count. The number of claims has increased by 33% in the last year (up to December 2008), this data clearly highlights the impacts of the recession. Although when comparing this same time period to the South East (62% rise) and UK (46% rise), Brighton & Hove is showing signs of resilience.

3.10 The local indicator L4 relating to improving the visitor economy does not have a recent result to allow us to judge performance progress. However, the comprehensive delivery plan for this indicator is drawing a positive picture of improvement. For example, up to December 2008 there were 40 new conferences confirmed for the city with an economic benefit of £50m.

4. CONSULTATION

4.1 None

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

5.1 Evidence of performance against the National Indicators and delivery of Value for Money will be key elements of the Comprehensive Area Assessment. Successful achievement of the LAA outcomes 2008-2011 will attract performance reward grant payable in 2011/12 and 2012/13.

Finance Officer consulted: Anne Silley   Date 5 March 2009

Legal Implications:

5.2 The report sets out information as to how the council are performing in respect of local and national indicators and Local Area Agreement targets. Individual reports presented to Cabinet, CMMs and Project Boards relating to specific projects and proposals always include legal implications and it is not considered necessary to reproduce that advice here, given the context of the report.

Lawyer consulted: Bob Bruce   Date: 4 March 2009

Equalities Implications:

5.3 The proposed new performance management framework aims to incorporate monitoring of progress against equalities and inclusion outcomes in the city.

Sustainability Implications:

5.4 The proposed new performance management framework aims to incorporate monitoring of progress against sustainability outcomes in the city.

Crime & Disorder Implications:

5.5 No crime and disorder implications arising from this report.

Risk and Opportunity Management Implications:

5.6 The management of performance is important is important and contributes to avoiding the risk that the councils improvement priorities will not be delivered. Progress against performance indicators informs our risk and opportunity management assessments.

Corporate / Citywide Implications:

5.7 TMT have a performance focus session each month, this is recognised as good practice and allows for both a quarterly overview of the organisations performance against the LAA and more spotlighted discussions on areas that require additional discussion. These discussions will feed into the service planning timetable and establishment of a new Corporate Plan in the future. This is an essential part of the council's performance management framework, providing the link between the new 3 year Corporate Plan and annual directorate and Team plans.

SUPPORTING DOCUMENTATION

Appendices:

1. Performance Improvement Report – Quarter 3 2008/09

Documents in Members' Rooms:

1. None

Background Documents:

1. None

Appendix 1

Cultural Services

Performance Improvement Report

Culture Tourism and Enterprise Overview and Scrutiny Committee

Q3 2008/9

Economic Development & Regeneration

NI 152 Working age people on out of work benefits **LAA Indicator**	Baseline	Targets	Latest Result	Status
	21,702 (May 07)	08/09 – 20,630 09/10 – 20,115 10/11 – 19,612 (original agreement)	21,025 (May 08)	● AMBER (Expected to rise significantly)

This data is not recent enough to illustrate the impact of the recession. The jobseekers allowance claimant count does that below showing Dec 08 data. Discussions at TMT level and with GOSE have led to the decision to not adjust targets as a result of the recession as it is not possible to forecast its effects.

At this stage we can only judge progress by comparing the latest result with the baseline to give a sense of direction– we will know if the 08/09 target has been met in May 09 as the data corresponding to this target is not released until then

Actions	Milestones	By when	Lead officer	Comments
Part-fund, support and monitor delivery of the Breakthrough Programme, which assists workless city residents back into the labour market	• 300 workless residents engaged, of which 60 to secure work placements, 50 to secure employment and 20 to partake in volunteering	June 2009	Angela Gaitani, Economic Development Team	163 residents have been engaged, of whom 11 have secured employment, 14 have gained voluntary work, 36 have been offered work placements
Part-fund, support and monitor delivery of the Tourism Futures Programme	• 45 workless residents engaged, receiving training and work placements in the hospitality sector, of which 30 secure employment	June 2009	Angela Gaitani, Economic Development Team	25 residents have been trained, 10 have entered into employment, 23 have successfully completed work placements. 15 residents to start training in March 09.
Part-fund the Housing Benefit “Back to Work” Project, which provides discretionary payments to support benefit claimants in making the transition to employment	• 40 claimants to secure employment	July 2009	Angela Gaitani, Economic Development Team	Project has now commenced but not employment outcomes have been secured to date
Commission the City Employment and Skills Plan (CESP) Evaluation Report to monitor the success of the CESG in	• Final mid-term evaluation report completed	February 2009	Cheryl Finella, Economic Development	An interim report of the CESP mid-term evaluation has been produced together with an action plan. Short, medium and

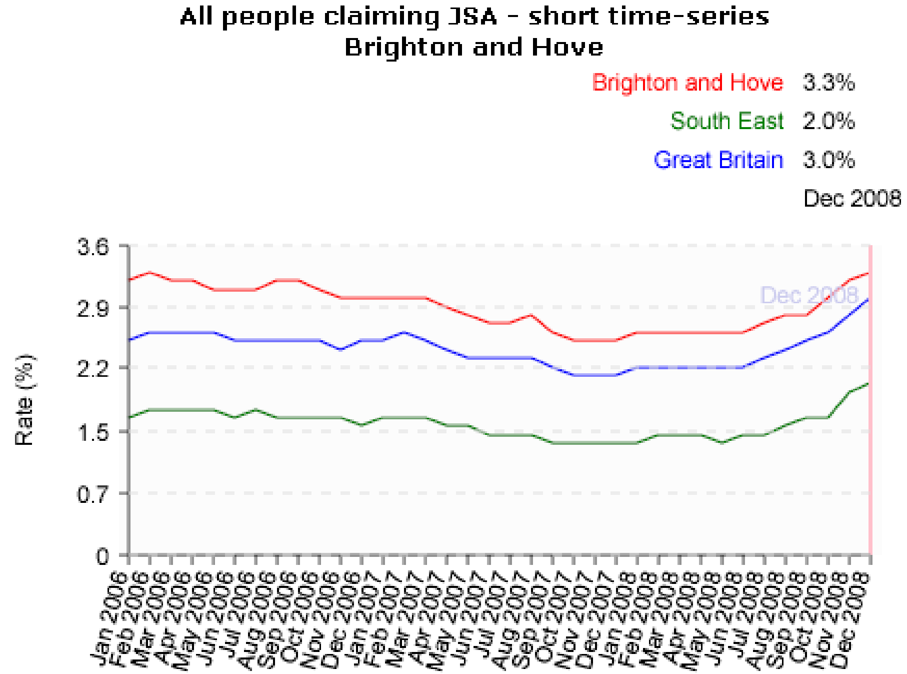
Actions	Milestones	By when	Lead officer	Comments
making progress against the CESP strategic priorities.			Team	long term priorities will be discussed in the next CESSG meeting on 22nd January 09.

NI 153 Working age people claiming out of work benefits in the worst performing neighbourhoods **Indicator assessed as part of the CAA framework** (The worst performing neighbourhoods are defined as the lower super output areas (LSOAs) with a claimant rate of 25% or more of the working age population. 15 out of 164 LSOAs qualify according to CLG.)	Baseline	08/09 target	Latest Result	Status
	30.6% (Q2 07)	None set	30.4% (Q3 08)	Target setting required for 09/10

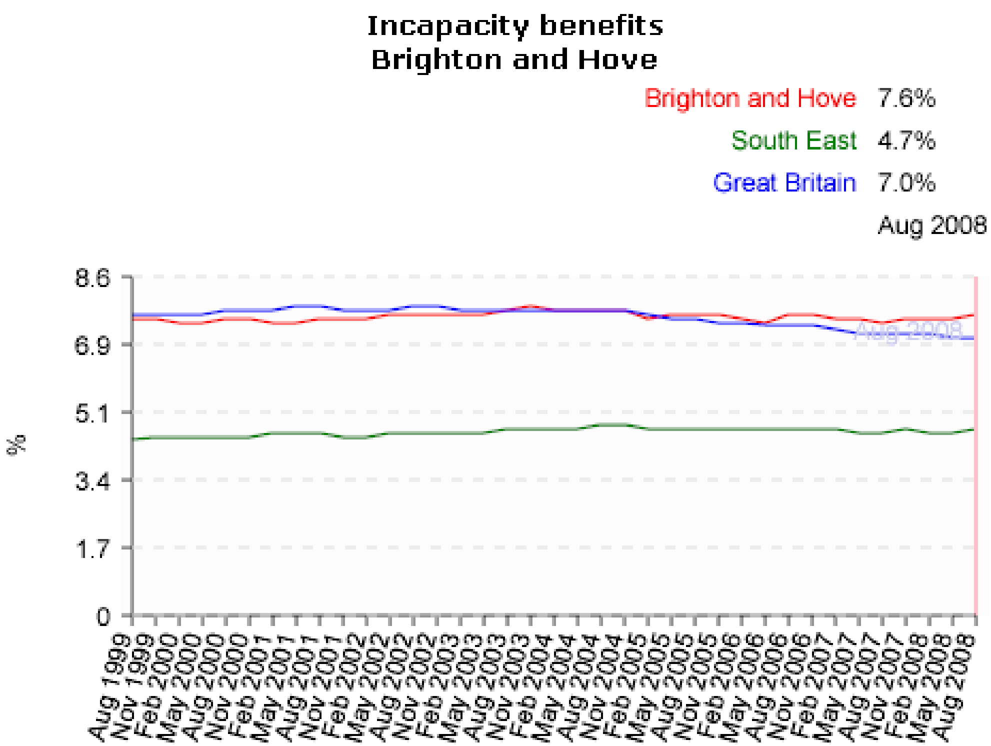
It should be noted that since the "worst performing neighbourhoods" were calculated by CLG in late 2007, DWP have amended historical data. When the calculation is run again, using the revised data, a further eight LSOAs fall into the definition. This means it will be very difficult to show improvement against the baseline held by CLG. Future reporting should always highlight this issue.

Jobseekers Allowance Claimant Count **Not a statutory indicator – only used as a proxy**	Latest Result	Status
	5,640 (Dec 08)	● RED

Jobseekers allowance claims have increased from a low point of 4,228 in Nov 07 to 5,640 in Dec 08, an increase of 33%. This compares favourably with the south east, experiencing a 62% rise over the same period and Great Britain with a 46% increase.



Incapacity benefits claimant count **Not a statutory indicator – only used as a proxy**	Baseline	Latest Result	Status
	12,500 7.4% (May 06)	12,960 7.6% (Aug 08)	● AMBER



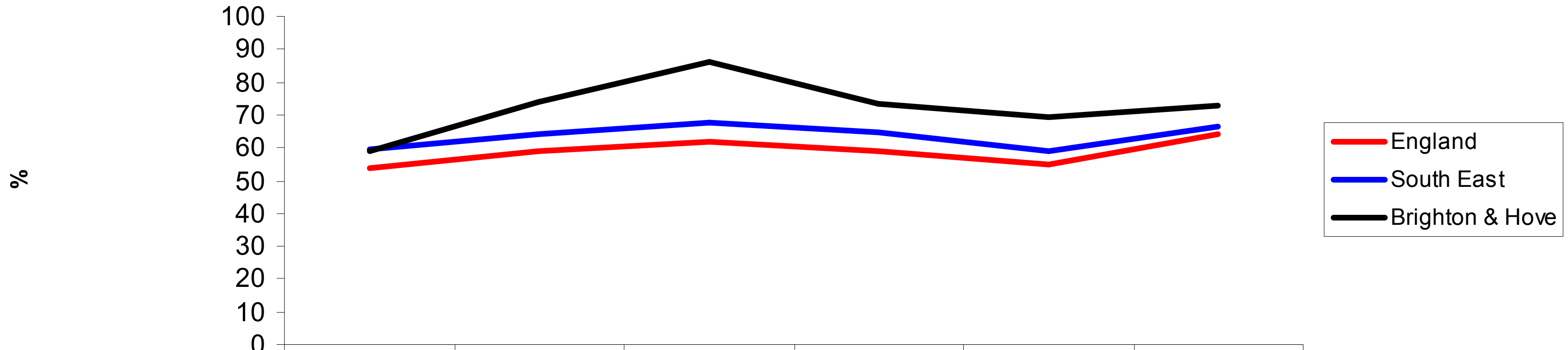
The time series chart opposite shows the **total number** of the population claiming Incapacity Benefit or Severe Disablement Allowance in Brighton and Hove (DWP data). The most recent result is 12,960 (Aug 08). Whilst numbers have risen, the claimant rate for this benefit has remained around 7.6% of the working age population since 2005, compared to a current GB rate of 7.0% and 4.7% in the South East.

NI 171 New business registration rate **LAA indicator**	Baseline	Targets	Latest Result	Status
New businesses created per 10,000 population	71.8 (2007)	08/09 – N/A 09/10 – 65 10/11 – 74.8 (to be agreed)	71.8	● AMBER

The new business registrations measure extends beyond VAT registrations to include businesses registering for PAYE. This still misses about half of start-up activity as only 2.1 million of the estimated 4.3 million UK enterprises are registered for either VAT or PAYE.

At this stage we can only judge progress by comparing the latest result with the baseline to give a sense of direction - we will know if we met the 08/09 target in Nov 2009 as this is when 2008 data is released

NI 171 New Business Registrations



	2002	2003	2004	2005	2006	2007
England	54	59	61.6	59.2	54.8	64.2
South East	59.3	64.4	67.8	64.5	58.9	66.7
Brighton & Hove	59.2	74	86.3	73.2	69.3	72.8

Actions	Milestones	By when	Lead officer	Comments
Develop the city's business offer in order to attract more investment from external companies	• Complete the Business Retention and Inward Investment Study	November 2009	Rob Dawson, Economic Development Team	Consultants GVA Grimley set to submit draft study to BRII steering group on 7th November for amendments
Assist businesses in finding suitable commercial premises in the city	• Achieve 5000 hits on the council commercial property database for the 2008/09 financial year	April 2009	Rob Dawson, Economic Development Team	3026 property requests in current financial year to Nov 5th, with a projected outcome of 5,000 – 5,2000 hits by April 2009

L2 Increase GVA per head **LAA local indicator**	Baseline	Targets	Latest Result	Status
	£18,833 (2005)	08/09 – £20,185 09/10 – £20, 760 10/11 - £21,353 (to be agreed)	£19,477 (2006)	AMBER

Headline Gross Value Added Per Head at current basic prices

£million

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
UNITED KINGDOM	11 270	12 008	12 682	13 373	14 020	14 677	15 353	16 133	17 043	17 855	18 512	19 430
South East	11 304	12 058	12 885	13 876	14 686	15 391	16 254	17 063	17 993	18 794	19 338	20 152
Brighton and Hove	**10 988**	**11 771**	**12 469**	**13 046**	**13 826**	**14 662**	**15 842**	**16 998**	**18 028**	**18 584**	**18 833**	**19 477**
Portsmouth	11 143	12 002	12 918	13 859	14 620	15 355	16 424	17 438	18 339	18 938	19 375	20 178
Southampton	13 002	13 875	14 944	15 761	16 279	16 356	16 889	17 701	18 714	19 417	19 951	20 800
Bristol	14 803	16 198	17 517	18 756	19 590	20 324	21 558	22 804	23 863	24 230	24 444	25 345

Data corresponding to the 08/09 target will be released Nov 2010 – At this stage we can only judge progress by comparing the latest result with the baseline to give a sense of direction

- 2006 was a good year for the UK economy as a whole, but growth in Brighton & Hove was at a slower rate than all other comparators (absolute and per head).
- The city has a higher GVA per head than the UK, but lags behind the South East and the selected cities.
- Indexed data trends from ’95 to ‘06 shows that per head we are closing the gap with Bristol and Southampton, extending our lead on the UK, but falling further behind Portsmouth and the South East as a whole.
- It is also interesting to note the slowing productivity gains in the UK as a whole over the 11 year period – GVA growing more quickly in absolute terms than per head.

Actions	Milestones	By when	Lead officer	Comments
Part-fund the City Business Clinics offered, offered by Business Link to local SMEs that are more than two years old	• 32 Business Clinic slots filled	Jul 09	Rob Dawson, Economic Development Team	17 City Business Clinic sessions filled from July to October 2008
Part-fund the East Sussex Sustainable Business Partnership in delivering energy audits and green action grants to local firms (BHCC funding will be spent on Brighton & Hove Businesses)	• 40 local Businesses receiving Green Action Grants	Nov 2009	Rob Dawson, Economic Development Team	Interreg bid successful (announced in October 08), doubling the number of outputs to 40 businesses. Pre-project planning taking place amongst members of the East Sussex Sustainable Business Partnership; project expected to commence in February 2009.
Provide funding to support the Brighton & Hove Chamber of Commerce in offering expanded services to new and existing members	• New Chamber website completed and 33 business events/training sessions held, engaging 1450 local businesses	April 2009	Rob Dawson, Economic Development Team	Brighton & Hove Chamber of Commerce website is complete and live. 850 local businesses engaged in first two quarters of the financial year.
Ensure B&H benefits for the new SEEDA funded Innovation & Growth Teams (IGT) to be established in 2009	• Brighton & Hove actively involved in the preparation of the business plan for the city. • Meaningful presence of IGT established in the city	Jan 2009 Dec 2009	Economic Partnership, Economic Development Team	Brighton & Hove Economic Partnership and Economic Development Team working across the sub-region to develop a pan-Sussex Innovation & Growth Team.

L3 (NI 151) Increase number of people in employment **LAA local indicator**	Baseline	2008/09 target	Latest Result	Status
This indicator now uses the Annual Population Survey (ONS) rather than Experian estimates as used in the City Employment and Skills Plan. Targets are based on the findings from the Centre for Cities report.	125,300 (Jul 06-Jun07)	08/09 = 127,000 09/10 = 124,000 10/11 = 126,000 (to be agreed)	130,700 74.2% (July 07-June 08)	AMBER

The Annual Population Survey (APS) is a residence-based survey which excludes people who work in the city but live elsewhere. The APS total for Jul 06-Jun 07 was 125,300 (71.9%) and the latest result (July 07-Jun 08) is 130,700 (74.2%), which does not take the recession into account.

As this is a LAA local, targets have been modelled to account for the effects of recession. At this stage we can only judge progress by comparing the latest result with the baseline to give a sense of direction - we will know if we met the 08/09 target in June 2009

The table below shows change over time, from 2004 to latest data.

Date	Brighton and Hove	Brighton and Hove (%)	South East (%)	Great Britain (%)
Jan 04-Dec 04	129,200	76.1	78.9	74.4
Apr 04-Mar 05	127,400	75.0	79.0	74.5
Oct 04-Sep 05	124,100	72.8	79.1	74.6
Jan 05-Dec 05	124,500	72.6	79.0	74.5
Apr 05-Mar 06	127,200	74.4	79.0	74.3
Jul 05-Jun 06	129,100	75.3	78.6	74.2
Oct 05-Sep 06	131,000	75.7	78.6	74.1
Jan 06-Dec 06	129,100	74.4	78.4	74.3
Apr 06-Mar 07	126,400	72.9	78.4	74.3
Jul 06-Jun 07	125,300	71.9	78.5	74.4
Oct 06-Sep 07	128,600	73.7	78.4	74.3
Jan 07-Dec 07	128,900	73.7	78.4	74.4
Apr 07-Mar 08	128,500	73.7	78.5	74.5
Jul 07-Jun 08	130,700	74.2	78.6	74.5

Source: ONS Annual Population Survey

Actions	Milestones	By when	Lead officer	Comments
Part-fund, support and monitor delivery of the Breakthrough Programme, which assists workless city residents back into the labour market	• 300 workless residents engaged, of which 60 to secure work placements, 50 to secure employment and 20 to partake in volunteering	June 2009	Angela Gaitani, Economic Development Team	163 residents have been engaged, of whom 11 have secured employment, 14 have gained voluntary work, 36 have been offered work placements
Part-fund, support and monitor delivery of the Tourism Futures Programme, which provides training and work experience	• 45 workless residents engaged, receiving training and work placements in the hospitality sector, of which 30 secure employment	June 2009	Angela Gaitani, Economic Development Team	25 residents have been trained, 4 have entered into employment, 23 have successfully completed work placements. 15 residents to start training in March 09.
Fully-fund the Wired Sussex Internship Programme, offering graduates six weeks of work in the digital media sector	• 25 graduate internships, of which 8 secure employment	June 2009	Angela Gaitani, Economic Development Team	600 graduates applied for the Internship programme. 25 graduates have started as interns in 23 local digital media companies.
Part-fund the Housing Benefit "Back to Work" Project, which provides discretionary payments to support benefit claimants in making the transition to employment	• 40 claimants to secure employment	July 2009	Angela Gaitani, Economic Development Team	Project has now commenced but no employment outcomes have been secured to date
Commission the City Employment and Skills Plan (CESP) Evaluation Report to monitor the success of the City Employment and Skills Steering Group in making progress against the CESP strategic priorities.	• Final mid-term evaluation report completed	Feb 2009	Cheryl Finella, Economic Development Team	An interim report of the CESP mid-term evaluation has been produced together with an action plan. Short, medium and long term priorities will be discussed in the next CESSG meeting on 22nd January 09.
Map the profile of the city's available employment space	• Complete the Business Retention and Inward Investment Study, which will include mapping the profile of city's available employment space	Nov 2009	Andy Glover, Economic Development Team	Consultants GVA Grimley set to submit draft study to BRII steering group on 7th November for amendments

Major Projects & Venues

LI Take forward the development of the Brighton Centre
LAA local indicator

Actions	**Milestones**	**By when**	**Lead officer**	**Comments**
To agree a Funding Strategy with Standard Life	• Exchange and execution of Heads of Terms with Standard Life Investments.	Nov 2008	David Fleming, Major Projects Team	Heads of terms exchanged and executed on 22 Dec 08
Initiate the procurement process to appoint a professional development team	• Issue the OJEU Notice • Appointment of Lead Architect and Design Team	Dec 2008 Mar 2009	David Fleming, Major Projects Team	Contract notice despatched 13 Jan 09 Procurement timetable now shows contract award as Apr/May 09
To identify and define a viable scheme	• Completion of first stage feasibility study and design	Dec 2009	David Fleming, Major Projects Team	

Tourism

L4 Improve the visitor economy **LAA local indicator** This data is the Economic Impact Assessment produced by STEAM. 2007 data is expected shortly	Baseline	2008/09 target	Result	Status
	£408m (2006)	08/09 -£427.8m 09/10 - £434.2m 10/11 - £440.7m (original agreement)	TBC	AMBER

Actions	Milestones	By when	Lead officer	Comments
Investment in infrastructure and physical environment e.g. Improve Gateways to the City and implement the findings of the Public Space Public Life Study and deliver the regeneration of the Brighton Centre	• Recruit Destination Manager • Introduce Greeter Scheme • Support introduction of pedestrian signage scheme	Nov 08 Mar 09 Dec 09	A Bates Destination Manager Sustainable Transport Team/Tom Campbell	Destination Manager recruited and starts on 3/11/8 Pedestrian wayfinding project on target to start roll out of new signs March-April 09, continuing throughout 2009 VisitBrighton commencing work on 'walking' campaign for launch in early 2009. Marketing to launch "Get Out" campaign in March / April 09, encouraging visitors to explore the whole of the city. VisitBrighton to amend marketing materials in line with new pedestrian signage / mapping scheme in 2009.
Sustainable and responsible tourism e.g. Support the Federation of Disabled People in the provision of information to disabled visitors and support the expansion of Tourism Futures providing employment	• 20 accommodation & attraction records on Fed Access website • Grow traffic to Visitbrighton.com – 1.9m unique visitors in 2008	Nov 08 Mar 09	Federation Disabled People Visitbrighton	Total of 93 records on the Fed Access site, across main tourism sectors (acc, atts, restaurants etc). VisitBrighton developing range of 'podcast' trails to encourage visitors to explore all areas of the city on foot – launch scheduled

Actions	Milestones	By when	Lead officer	Comments
opportunities in Tourism for residents from disadvantaged backgrounds	• Achieve 20 new conferences with an Economic Impact Assessment of £61m	Dec 09	Visitbrighton	Feb 09. VB Marketing to launch new podcast trails in line with 'Get Out' campaign. VisitBrighton has developed full section on 'Green' tourism in Brighton on new VisitBrighton.com website – Nov 08. VisitBrighton.com unique visitor numbers for period 1Jan- 31 Sept 2008 = 1,534,871. On target to reach 1.9m by end of year. New site user stats to be re-assessed in March 09. (New DMS package delivering different site indicators to previous DMS). VisitBrighton has confirmed 40 new conferences in period 1Jan-31Dec 2008 with an economic benefit to the City of £50m.
Improving quality and raising standards e.g. Retain an 'Inspected Only' policy among the visitor accommodation providers in the City and support other quality schemes such as 'Scores on the Doors' and 'Best Bar None'.	• Launch Sussex breakfast and have 10 businesses signed up • Achieve 75% bed space in accommodation inspection scheme	Mar 09 Dec 08	Sussex Tourism Partnership/Visitbrighton Visitbrighton/TSE/Visitbritain	VisitBrighton supported launch of Sussex Breakfast at business event – Sept 08. 6 businesses successfully completed Sussex Breakfast Award Scheme accreditation – Feb 08 77.45% bedspace in accommodation inspection scheme
Partnership and consultation e.g. Carry out annual visitor surveys	• Have 280 partners joined with Visitbrighton • Visitor Survey Complete	Dec 08 Mar 09	Visitbrighton Visitbrighton	271 Partners 31/12/08

Arts and Creative Industries

NI 11 Engagement in arts **LAA indicator**	Baseline	Target	Latest Result	Status
	61.2%	08/09 – baseline yr 09/10 = 62.7% 10/11 = 64.3%	61.2%	● GREEN

As one of the LAs that selected NI 11 we had a boosted Active People survey with 2013 residents surveyed to ascertain whether they had attended an arts event or participated in an arts activity at least three times in the past 12 months in their leisure time. From this survey, Brighton & Hove has a current engagement level of 61.2%; the highest level nationally outside London and the highest of all of the 24 LAs that have selected NI 11.

We will be expected to demonstrate a 3% increase by the final assessment. Interim progress will be available in December 2009 with information gathered from October 08 to October 09 and the final assessment will be available in December 2010 using data collected from October 2009 to October 2010.

Suggested targets are:

Baseline 08/09 = 61.2%
Target 09/10 = 62.7%
Target 10/11 = 64.3%

Actions	Milestones	By when	Lead officer	Comments
Provide community development support to groups running community festivals and fun days and community based arts activities	• Grant appraisals	Quarterly Jan/Apr /Jul/Oct	Jonathan Best/ Donna Close	Final round of annual grants appraisals completed (deadline 6 Oct) 3 grants for smaller organisations with arts focus for a total of £4500 The total grants figures for the arts over the 4 quarters will be available in March

Actions	Milestones	By when	Lead officer	Comments
Provide development support, advice and funding to Key 3 year funded arts organisations, annual grant aided organisations including those in receipt of Arts Partnership Awards, arts festivals in the city	• Grant appraisals & annual monitoring reports and visits • New PI evaluation framework to be developed and implemented.	Quarterly Jan/Apr /Jul/Oct Jun 09	Jonathan Best/ Donna Close Donna Close	We are in year 2 of the 3 year funding cycle with 8 strategic organisations sharing £150,000 per annum. 4 arts organisations have been funded in the final round to total of £9505 Brighton Pride has an annual SLA of £25000 Officers have had a minimum of 2 meetings with each of these organisations in year to Dec 08.
Fund and work with the Brighton Dome and Festival (BDFL)	• Attendance at board meetings and monitoring meetings • Closer partnership working • Develop a new agreement and PI evaluation framework in line with NI 11	Quarterly Sep 09	Paula Murray/ Donna Close Donna Close	Paula Murray attends quarterly BFDL Board meetings plus monthly meetings with the chief executive. Donna Close continues to work in an advisory role on outdoor programme development as part of the support of the city council for the free elements of the Festival programme. 2009 Festival outdoor programme decided.
To support and develop targeted initiatives increasing access to arts activity and participation such as the White Nights initiative (free entry and entertainment at Brighton Museum and Royal Pavilion until midnight once a year)	• Delivery of White Night (free entry and entertainment at Brighton Museum and the Royal Pavilion until midnight once a year) • Develop economic and social indicators to evaluate broader impact of White Night	Oct 08	Donna Close	First White Night successfully delivered on 25 October 2008. An estimated 15,000 people attended the free events in 13 venues and outdoors. There was a wide age range from 1 to 70. 45000 attended the events in the Library, 2592 the Museum and 1232 at the Pavilion. Plans are underway for the second event in 2009. An evaluation report has been produced and circulated
Supporting marketing initiatives in the cultural	• Attendance at Audiences meeting • Attendance at ACE NI11 meetings	Quarterly	Donna Close/ Paula Murray	Beyond the Pier – an exploration of the city's cultural and tourist offer took place in March

Actions	Milestones	By when	Lead officer	Comments
sector – particularly those that seek to break down barriers to participation and attendance	• Development of new PI evaluation framework working with ACE, GOSE and AMH • Development of 'soft' evaluation indicators	Jun 09 Jun 09	Donna Close	led by the Audiences group and supported by city council. Three meetings have taken place at ACE to explore shared NI11 initiatives across the region.
Develop and deliver a range of participatory public art projects funded via the council's Percent for Art Policy	• Delivery of participatory public arts projects (5 per annum)	Dec 08	Lucy Jefferies/ Paula Murray	Pankhurst Av Photography Project – workshops are running till April when exhibition will be installed in the community centre. Hollingbury Schools Projects Brief development for two schools projects, tendering process to start in Jan 09. St Josephs public art project – workshop completed and work on site underway on an installation in the playground.
Collaborating on joint agendas with colleagues in other sectors to incorporate arts element to those such as the Journey On transport campaign and the work with the Drugs and Alcohol Action Team	• Input into at least 4 events annually (2008: Children's festival, Car Free Day, White Night)	Dec 08	Lucy Jefferies/ Donna Close	Delivered an aspect of White Night with Creative Futures to engage with homeless artists (completed 25 Oct) Car Free Day joint working (completed (Sept) Useful Arts (service user led organisation) photographic exhibition as part of the photo fringe. Joint delivery of aqua festival music event with 2012 co-ordinator, to be delivered in March.

Libraries & Information Services

L21 Community engagement in local libraries
LAA local indicator

Actions	Milestones	By when	Lead officer	Comments
Develop three community libraries as local hubs for delivery of local community services	• Complete feasibility studies and options appraisals • Achieve improvements in three community libraries	Apr 09 Mar 2012	Sally McMhon	Feasibility work has commenced
Increase the number of people participating in library run activities	• Achieve target of 34,500 people taking part in activities in libraries for 2008-09	Mar 09	Sally McMahon	Total figure for end of Q3 is 26,097. This is slightly ahead of target, so we are on course for achieving end of year total.
Support children's learning	• Improve take up of Bookstart packs for those aged 1-3 years olds for 2008-09 • Increase the percentage of children completing the Summer Reading Challenge to 40% for 2008. • Increase the numbers of children attending Homework Clubs by 5% in 2008-09	Mar 09 Sep 08 Mar 09	Sally McMahon Sally McMahon Sally McMahon	Increase in Bookstart gifting at all three stages, on target to achieve significant improvements over last year's figures Completion rate increased to 37% in 2008, so improvement on 2007 but not to the level we had hoped. Have already achieved target of 5% increase on numbers attending Homework clubs compared to last year
Increase use of public libraries – visits	• Achieve 1.8 million visits in 2008-09 • Achieve 1.44 million issues in 2008-09	Mar 09 Mar 09	Sally McMahon Sally McMahon	Result for end of Q3 is 1,369,903. On target to exceed the target. Result for end of Q3 is 1,028,430, which is about 5% below target for the year. Q3 is always a slow period for book publishing, that impacts on new book purchasing for libraries

Actions	Milestones	By when	Lead officer	Comments
Increase the number new library members added	• Achieve 20,000 new members in 2008-09	Mar 09	Sally McMahon	Result for end of Q3 is 15,598, which puts us ahead of target for the full year.
Increase the range and number of new items added to Libraries stock	• Purchase 47,500 new items for stock in 2008-09	Mar 09	Sally McMahon	Already way ahead of target with 45,147 new items added to stock already this year.
Improve access to information and learning through the provision of free ICT access in public libraries	• Increase the percentage of take up of available ICT time in libraries to 46%	Mar 09	Sally McMahon	Q3 result is down to 39% this is partly due to some IT problems and under reporting that has been identified.
	• Achieve 2.08 million virtual visits (website hits) in 2008-09	Mar 09	Sally McMahon	Figure not yet available for virtual visits.
Provide better health information and support in libraries	• Expand the Books on Prescription scheme	Mar 09	Sally McMahon	Books on Prescription collections now available in Hove and Whitehawk libraries to enable referrals from more GPs across the city. This milestone is completed.
Improve satisfaction with libraries services	• Achieve 92% satisfaction rate with computer facilities in the E-Plus CIPFA Survey in Oct 2008	Nov 08	Sally McMahon	Publishing of results delayed. Will have results for end of financial year.
	• Achieve 94% satisfaction rate with Libraries services from CIPFA survey of adult library users in October 2009	Oct 09	Sally McMahon	Survey due next year.

Royal Pavilion & Museums

L22 Number of school age children in organised school visits to museums **LAA local indicator**	Baseline	2008/09 target	Latest Result	Status
	33,124 (07/08)	08/09 - 32,700 09/10 – 33,250 10/11 – 34,000 (to be agreed)	24,661 (Apr-Dec 08)	● GREEN

Actions	Milestones	By when	Lead officer	Comments
Support teachers to use museums and museum objects in teaching.	• Deliver 5 Continuing Professional Development (CPD) sessions to train 60 teachers	Mar 09	Abigail Thomas	Figures given last time were incorrect – 2 sessions to date and a further 3 planned before end March 09
	• Provide 21 loan boxes of museum objects reaching 1681 children	Mar 09	Abigail Thomas	74 loans of boxes of museum objects have been made to date, reaching 4,632 children
Deliver the outreach programme which includes visits to school assemblies and development of outreach sessions including Egyptology.	• Visit 7 school assemblies reaching 1400 children	Mar 09	Abigail Thomas	10 school assemblies booked up to end March, reaching 1,200 children
	• Visit 140 schools (including out of city) reaching 7600 children	Mar 09	Abigail Thomas	50 schools have been visited reaching 2,434 children
Engage very young children by delivering sessions to the early years (pre-school) age group	• Deliver 150 early years sessions reaching 2400 children	Mar 09	Abigail Thomas	129 early years sessions have been delivered, reaching 3,299 children
Work with LEA advisors to promote the service and link up with schools for projects & free workshops for temporary exhibitions (funded externally)	• Attract 30 school groups to temporary exhibitions reaching 900 children	Mar 09	Abigail Thomas	24 school groups have attended temporary exhibitions to date, reaching 719 children
	• Undertake research to establish schools that have not used the service in the last two years	Oct 08	Abigail Thomas	A methodology for capturing this data is in development to enable monitoring in 09/10

# CULTURE, TOURISM & ENTERPRISE OVERVIEW AND SCRUTINY COMMITTEE	**Agenda Item 65** Brighton & Hove City Council

Subject:		**Shoreham Harbour Joint Area Action Plan**	
Date of Meeting:		**2 April 2009 Culture, Tourism & Enterprise Overview and Scrutiny Committee** **23 March 2009 Environment and Community Safety Overview and Scrutiny Committee.**	
Report of:		**Director of Environment**	
Contact Officer:	Name:	**Mike Holford**	**Tel: 29-2501**
	E-mail:	Mike.Holford@brighton-hove.gov.uk	
Wards Affected:		South Portslade; Wish	

FOR GENERAL RELEASE.

This report is for noting – the recommendations below were for the Environment and Community Safety Overview and Scrutiny Committee.

1. SUMMARY AND POLICY CONTEXT:

1.1 This report sets out a summary of the current position on the production of the Shoreham Harbour Joint Area Action Plan (JAAP) which is an integral part of delivering the Shoreham Harbour regeneration proposals. A longer paper on the current progress is attached as an appendix to this report. Adur District Council and West Sussex County Council are also currently considering the progress report through their scrutiny processes and the results, where known, will be feedback to this Committee. The Core Strategies for Brighton & Hove and Adur are being progressed concurrently with the preparation of the JAAP. Following advice from The Planning Inspectorate, both Core Strategies will need to make the key decisions on the form of development at Shoreham Harbour.

2. RECOMMENDATIONS:

2.1 (1) To note the report and attached appendix and to make any recommendations arising out of this.

2.2 (2) To hold a special Environment & Community Safety Overview and Scrutiny Committee meeting on or around 3 June open to all councillors other than Cabinet Members and those on the joint steering group, to consider the draft Joint Area Action Plan prior to the meeting of Cabinet on 11 June 2009.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

3.1 The wider Shoreham Harbour area (covering Brighton & Hove and Adur District) is recognised as an economically under-performing area of the Sussex Coast with resultant impact on the prospects for local people. The need for regeneration of Shoreham Harbour has long been recognised. However, a number of previous plans have failed to materialise for a variety of reasons.

3.2 The new regeneration programme differs from previous attempts by being:

- More ambitious in scale to ensure the development can generate sufficient value to support the infrastructure required.
- A core aim is to meet the needs of the existing communities.
- There is a stronger partnership between all agencies.
- Specific funding is available through the South-East England Development Agency (SEEDA) and the Homes & Communities Agency (HCA).

Recognising this potential, the Secretary of State is proposing to modify the draft South East Plan by requiring a housing allocation of 10,000 dwellings to be tested through the process of producing the two (Brighton & Hove and Adur) Core Strategies. The final version of the South East Plan is expected to be published in July 2009.

In its response to the draft South East Plan, the City Council raised concern that the emphasis on delivering housing numbers in the wider Shoreham Harbour could prejudice broader and longer term economic development objectives. The City Council believed that 10,000 (residential) units in the wider Harbour area were likely to be the absolute maximum achievable and that a more realistic figure is 5,000 to 6,000 dwellings to be able to develop a genuine mixed-use sustainable community.

Reflecting the project partners' vision, the overall objective of the Shoreham Harbour Regeneration project is the creation of an international exemplar in sustainable coastal living with the following key components:

- A thriving and diverse local economy (including a thriving, modern port) which makes a positive contribution to the sub-region.
- Strong and cohesive communities well-served by a range of housing and services.

Early scoping work has established the following development principles with which the project must accord:

- A sustainable balance of housing and employment uses.
- A place making approach which recognises and respects the distinct character of local areas and creates a new community with a strong sense of place.
- Ensuring that the development embraces and addresses the needs of the existing community, and integrates with it.
- Exemplary environmental standards to ensure that the development complements the area, improves local infrastructure, and does not create congestion and strain on existing infrastructure.
- Appropriate 'urban' density levels that facilitate a financially viable scheme and provide the critical mass for the ongoing maintenance of local services and businesses.
- Provision of suitable commercial accommodation aligned with a robust economic development strategy.
- Consolidation of the port into a central core utilising reclaimed land and releasing existing port land for development while retaining sufficient wharf capacity to meet the requirements of the minerals and waste planning authorities.
- Maintenance of public access to Southwick beach.
- Adoption of a comprehensive approach to flood risk management.
- High level of accessibility to key services by sustainable modes.

A progress review produced by the Planning Director for the Harbour Project is attached as an appendix to this report. The report summarises progress on work in a number of key areas, namely:

Economy and Jobs
Housing
Community Infrastructure
Open Space and Recreation
Retail
Transport
Urban Design/Place Making
Sustainability
Flood Risk Management
Minerals and Waste
Viability
Land Assembly

Information is being brought together in a relatively short period to enable an outline of the framework for the Shoreham Harbour regeneration proposals to take shape. These are in the process of continued refinement as more information becomes available. The key message currently is that to achieve the regeneration objectives the scale of the development needs to be significant to both create sufficient development value to support initial capital investment and to provide the critical mass to create a sustainable community and support the ongoing operation of the infrastructural initiatives– the viability threshold suggests 7,000-8,000 dwellings and 6,000-8,000 jobs

As a result of the relatively short-time scale for production of the JAAP, the meeting of the City Council's Cabinet on 11 June will be asked to agree a draft for public consultation. In view of this fact the Committee is requested to hold a special meeting to discuss this on or around 3rd June.

4. CONSULTATION

4.1 None required on this progress report. For the project as a whole there is extensive consultation and joint working with all relevant organisations. A joint group comprised of members from the three local authorities has been steering progress on the project. A number of stakeholder events have also take place. A further series of stakeholder events is planned at the same time as the next round of scrutiny in May/June 2009. There will be formal consultation through the production of the Core Strategy and JAAP. The first of these being in June/July 2009.

5. FINANCIAL & OTHER IMPLICATIONS:

5.1 Financial Implications:

The direct costs for the production of the Joint Area Action Plan are being met by SEEDA.

Finance Officer Consulted: Patrick Rice Date: 11/3/09

5.2 Legal Implications:

The Planning and Compulsory Purchase Act 2004 introduced a new development plan system known as the Local Development Framework (LDF). The LDF will comprise many documents setting out the council's development and land use policies but only certain documents, including Action Area Plans, are given the status of Development Plan Documents (DPDs) which documents are the equivalent of the current local plan and will be subject to approval by the Secretary of State. Section 28 of the 2004 Act allows DPDs and other LDF documents to be jointly prepared by two or more local planning authorities.

Lawyer Consulted: Hilary Woodward Date:12/3/09

5.3 Equalities Implications:

Any joint area action plan would be the subject of a full EIA.

5.4 Sustainability Implications:

The overall aim of the project is to create an exemplar sustainable community.

5.5 Crime & Disorder Implications:

None arising directly from this report.

5.6 Risk and Opportunity Management Implications:

The results of the studies informing the Joint Area Action Plan are needed to inform the Brighton and Hove Core Strategy and the JAAP itself to enable the Shoreham Harbour project to have a sound planning framework to allow delivery.

5.7 Corporate / Citywide Implications:

The project could have major implications for the rest of Brighton & Hove. This will need to be reflected in the Brighton & Hove Core Strategy.

SUPPORTING DOCUMENTATION

Appendices:

1. Shoreham Harbour Joint Area Action Plan Progress Review

SHOREHAM HARBOUR REGENERATION

Agenda Item 65
Appendix 1

Shoreham Harbour Joint Area Action Plan
Progress Review

1. Report Structure

1.1 This report brings members and others up to date with study progress on the Shoreham Harbour Joint Area Action Plan. The report firstly sets out the principles of the proposed regeneration strategy, and then it describes the key issues that the strategy seeks to address – particularly the acute levels of social deprivation in the coastal strip between Shoreham and Portslade. It then describes the various studies that are in hand, which will be used as baseline information for developing the Joint Area Action Plan. The report concludes by suggesting potential key issues of concern.

2. Background

2.1 The regeneration of Shoreham Harbour has long been an objective of the three local authorities: Brighton & Hove City Council (BHCC); Adur District Council (ADC) and West Sussex County Council (WSCC), and the Shoreham Port Authority (SPA). Previous plans have failed to materialise for a variety of reasons, and the area, recognised as an economically under-performing area of the Sussex Coast, has continued to decline. This has taken the form of worsening indices of multiple deprivation, such as unemployment rates, educational achievement, skills and poorer health. The SPA is commercially successful and resilient, but whilst the port adds to the character of the area, unused, under-used and unsightly sites detract from the environment of the area.

2.2 Meanwhile, the economy of Brighton and Hove has grown well in recent years, with local economic strengths such as the service sectors, and specialist sectors such as creative and media services leading substantial sub-regional economic growth. Current market conditions notwithstanding, this is leading to significant challenges in identifying strategic capacity for further growth in the sub-region, given the environmental constraints of the South Downs – soon to be a National Park, and the capacity of the urban fabric, as well as other capacity constraints such as transport infrastructure.

2.3 For these reasons, a new approach to regeneration is being developed to provide a catalyst for change to tackle the social and environmental problems of the area and to realise the development potential of the Shoreham Harbour area for the benefit of the sub-regional economy. The regeneration programme differs from previous strategies in that:

- A more ambitious scale of development is proposed, to ensure that the development can generate sufficient value to support the infrastructure necessary for the programme (previous strategies made over-ambitious assumptions about infrastructure provision which did not materialise)

- A core aim of the proposals is meeting the needs of the local communities of South Portlslade, Fishersgate, Southwick and central Shoreham (previous proposals considered only the harbour area, and local communities were not sufficiently involved)

- There is a strong partnership between the three local authorities, the SPA and key government agencies (SEEDA and the HCA), committed to supporting the programme (previous partnership working was not sufficiently robust)

- Significant funding is available to the scheme though SEEDA and HCA budgets, and the governments Growth Points programme (this was not available before)

2.4 Recognising this potential, the Secretary of State is proposing to modify the SE Plan by requiring a housing allocation of 10,000 dwellings at Shoreham harbour to be tested through the Local Development Framework process. The Local Development Schemes for ADC, BHCC and WSCC therefore now provide for a Joint Area Action Plan (JAAP) to be prepared for the Shoreham Harbour area, and the Core Strategies for Brighton and Hove and Adur are being progressed concurrently with the preparation of a JAAP. Studies have been commissioned to provide an information base for assessing the proposals, and this report highlights the emerging findings of these studies. **Appendix 1** shows the provisional JAAP boundary, which has been adopted for working purposes.

Shoreham Harbour Regeneration objectives and principles

2.5 The overall objective of the Shoreham Harbour Regeneration project is the creation of an international exemplar in sustainable coastal living with the following key components:

- A thriving and diverse local economy (including a thriving, modern port) which makes a positive contribution to the sub-region
- Strong and cohesive communities well served by a range of housing and services
- An international exemplar of environmental sustainability

2.6 Early scoping work has established the following development principles with which the project must accord:

- A sustainable balance of housing and employment uses
- A place making approach which recognises and respects the distinct character of local areas and creates a new community with a strong sense of place.

- Ensuring that the development embraces and addresses the needs of the existing community, and integrates with it.
- Exemplary environmental standards to ensure that the development complements the area, improves local infrastructure, and does not create congestion and strain on existing infrastructure
- Appropriate ‘urban’ density levels that facilitate a financially viable scheme and provide the critical mass for the ongoing maintenance of local services and businesses
- Provision of suitable commercial accommodation aligned with a robust economic development strategy
- Consolidation of the port into a central core utilising reclaimed land and releasing existing port land for development while retaining sufficient wharf capacity to meet the requirements of the minerals and waste planning authorities
- Maintenance of public access to Southwick beach
- Adoption of a comprehensive approach to flood risk management
- High level of accessibility to key services by sustainable modes

2.6 Previous regeneration initiatives have failed partly because they have made unrealistic assumptions about infrastructure investment. The infrastructure to support a regeneration programme of this scale is significant, and without development of a significant scale, the same is likely to happen again. It would be unrealistic and unsustainable in the long term for regeneration to depend wholly on public investment, so any sustainable regeneration programme needs to rely on achieving significant levels of private investment.

2.7 The scale of the proposals will mean that they are of sub-regional significance. The JAAP will need to take this into account and demonstrate an understanding of the implications for the wider area of the proposals in all respects.

3. Tackling Deprivation in the Local Area

3.1 The studies to date have shown that the coastal strip from Shoreham to Portslade is suffering from high levels of deprivation, which have worsened in recent years. This was even before the current economic downturn, and there is every indication that areas at the margins of the economy are likely to suffer proportionately more than average during times of recession. The problems experienced by local people include:

- Higher than average levels of unemployment and worklessness
- Lower than average wages and family incomes
- Lower than average educational achievement
- A greater preponderance of lower skilled and unskilled workforce
- Poorer housing conditions and less housing choice
- Poor access to housing
- Unsatisfactory physical environment
- Higher than average perinatal mortality rates
- High levels of childhood obesity
- Several of the most deprived wards in the region
- Educational under-achievement and low university application rates

3.2 There is, of course, a direct correlation between these problems and the aims and objectives of the regeneration strategy. It is a fundamental principle of the regeneration programme that it must address these social deprivation issues for the local community. This cannot be a subsidiary programme – it must be at the heart of the regeneration programme, and the programme needs to address these issues at an early stage. The range of measures to address these issues is likely to include:

- Establishing a local learning and skills centre to provide immediate and direct support to provide the local community with the skills to take advantage of the opportunities being created
- Ensuring that skills and training are provided for the local community as a fundamental part of development requirements
- Enhancing the capacity of the community by providing additional community workers
- Improved access to community facilities and better quality open space
- Increasing life expectancy by alleviating socio-economic deprivation
- Improving housing conditions and choice for local people by investing in new and existing social housing

4. Economy and Jobs

4.1 The Economic Development study is looking at how the area can attract new investment and business in order to generate a growing local economy with more and higher quality employment. A large part of this is about creating an attractive and sustainable place (see Urban Design study). It is also about enabling residents to get the skills and training they need to compete for jobs and to provide a pool of skilled labour that will attract new businesses. Strengthening entrepreneurial activity to promote business growth will also be important.

4.2 Another aspect is providing the right type of land and premises suitable for the new economy. Whilst the current economic climate means that there may be limited opportunities in the immediate future, the study considers that the area has many advantages which, with strong public sector leadership, mean that it is well-positioned to benefit when the recovery occurs. For example it is the largest location within the Brighton/Hove/Shoreham area where significant areas of new land can be made available for employment-generating development, with new homes nearby. The Study suggests that future growth can be anchored around the reconfiguration of the Port including reclamation of land from the sea. This will not only provide space for the port itself to compete more effectively and grow, but also provide opportunities for existing port-related uses to expand and new ones to develop.

4.3 The advice is that to provide the best economic resilience for the new community the aim should be to provide a high quality business environment with flexibility to be able to respond readily to changes in demand and the market – i.e. quality rather than setting a target for a given number of jobs. However, this needs to be balanced with the core principle of maintaining a working port at the heart of the community, and also providing for the many potentially unneighbourly activities that are currently located within the JAAP area and are essential to the economy. Careful consideration is therefore being given to communication with the existing business community in order to understand ongoing requirements to feed into a business relocation strategy.

4.4 The Study also notes that future economic growth can build on the existing strengths of the Brighton/Hove/Shoreham economy. These include business services, cultural and creative industries and other knowledge-based sectors. It also includes manufacturing, which has a significant presence in the Harbour area itself. Despite recent job losses, it is considered that there is scope to promote innovation and growth in this other sectors locally, perhaps by building links with the three local universities.

4.5 The significant increase in the area's population, reversing the projected long-term trend of very slow growth, will also provide many opportunities for local service-sector growth for both businesses and jobs.

4.6 The Study is also looking at what other major business sectors might be attracted to the area as it develops, although of course, it is not possible to be precise about future trends. This means that it is important to adopt a flexible approach to providing sites and premises.

5. Housing

5.1 The housing study is looking at what sites might become available for housing in the area over the next 15 years and beyond, and how many new homes could be built on them. It is also looking at affordable housing need and the potential market for private housing as well as the need and demand for different types of housing, including family housing.

5.2 The SE Plan requires a minimum of 10,000 homes to be 'tested', and the studies will be used to assess what the implications of this housing provision would be, in terms of community infrastructure requirements (schools, health and other social and welfare facilities), transport implications, sustainability implications (water, energy, waste), employment implications, urban design implications etc. The housing study will also look at the impact of this housing on the housing market in the area – whether there is likely to be the demand for it, and what sizes and types of housing would be most suitable. If it is decided to provide less than 10,000 dwellings this would have to be specifically justified.

5.3. If 10,000 dwellings are provided, a policy-based target of 40% affordable homes would provide about 4000 homes for those who cannot afford to rent or buy in the open market. The housing study will be looking at the housing needs in Brighton and Hove and Adur, and the role of this affordable housing in meeting those needs. There may also be a role for the development in improving the quality of social housing in the local area, as part of the wider regeneration programme for the area. The new community will also have affordable housing needs which will need to be met by the development.

6. Community Infrastructure

6.1 The studies, and work with local community workers has shown the following potential demand for community infrastructure as development comes forward:

- Additional Primary Care providers such as GPs and Dentists
- A small police base point
- Additional cultural facilities – ideas include a major performing arts centre and art gallery; maritime attractions; a multi-media 'Ideas Centre'; and small local community hubs – that could be linked to new educational facilities

6.2 The local PCTs have indicated that the 10 year demand arising from the development can be accommodated within their existing primary care strategies. Longer term increases in demand could be accommodated at improved facilities, possibly at Portslade adjacent to Canal Wharf.

6.3 A need has also been identified to build capacity in the local community, partly to enable the community to take advantage of the opportunities provided by the regeneration programme, but also to provide the local community with the capacity to actively engage in the regeneration programme, to ensure that community needs are comprehensively identified and addressed. Funding has been identified for community development officers for this purpose, to be appointed immediately.

6.4 Funding has also been identified to support community development and capacity building in the Shoreham Harbour area. The most effective way of using that funding, so that it generates the greatest benefit for local communities and supports the regeneration project, is currently being finalised by project partners in collaboration with existing community development workers.

6.5 The initial education assessment is that two new 420 place (2fe) primary schools will be needed - one in the Shoreham-Southwick area and one in the Canal Wharf area. The consultants advise that they should be designed to easily expand to 630 place (3fe) schools at a later stage There may be some limited additional capacity in the Shoreham area for the first one or two years. The consultants recommend that the schools should be multi-purpose, and community based, to include health provision, adult education, Sure Start services, and community meeting rooms. They suggest that the education core of the school should incorporate early years education and childcare and include a nursery and reception class.

6.6 The studies also suggest that an additional 6fe (minimum) secondary school will be needed in the eastern area of Shoreham Harbour. Construction and operation of the school would probably be necessary in the second five year period of the development. It is assumed that the numbers in the earlier years could be absorbed within the existing configuration of secondary schools, though additional expansion of existing schools could be examined as a medium term solution. The other challenge for secondary school provision is land take.

6.7 There is significant potential for integration of services within the area, for example co-location of educational, health, leisure and police services, making best use of available land. It should also be noted that the viability assessment (see section 15) builds the costs of all community infrastructure, including schools, into the infrastructure calculations, i.e. the costs would be fully met by the development.

7. Open Space and Recreation

7.1 Consultants have been commissioned to update the Adur Open Space, Sport and Recreation Study (2005) and to review the draft Brighton and Hove Open Space, Sport and Recreation Study from 2008. In the case of Adur, the work shows that the current level of open space provision at 1.53 hectares per 1000 population is slightly above the quality standard of 1.5 hectares per 1000. It also shows that the emerging JAAP proposals will increase pressure on these facilities and suggests that opportunities for new provision within the JAAP area will be limited. Consequently, the open space strategy for the JAAP will need to include a combination of measures to ensure adequate provision.

7.2 So far as Brighton and Hove is concerned the overall picture remains one of shortfalls of most types of open space across the city. Open space provision within the four western wards of the city will face increased pressure as a result of the JAAP proposals which will mean that open space should be retained within these wards, improvements in quality and capacity will be required and accessibility to other open space opportunities will need to be improved.

7.3 The urban design study that is being developed is being required to factor in potential open space requirements as part of that work. However, the studies also suggest that open space provision can and should be enhanced in other ways. For example, deficits can be partly addressed by improving access to and enhancing the quality and capacity of existing open spaces and recreational facilities within the area. This could also have the added advantage of helping to improve the overall recreational and open space “offer” to the existing communities.

7.4. Another significant factor which this work will take into consideration is the importance and the function of the coast, and in particular, to accessible areas within the Shoreham Harbour area. While not providing traditional ‘grassed’ open space, which might be regarded as mainly suitable for formal ball/athletic activities, they nevertheless do provide good opportunities for a variety of different types of outdoor recreational activity and the potential for a variety of water-based recreation. The plan will also need to take account of slipway/boating opportunities and issues.

7.5 Finally, the importance of the Sussex Downs and of the countryside to the north and west of the conurbation must also not be taken into consideration. Consequently, the JAAP will also be looking to provide opportunities to enhance and promote improved green links to and through the adjoining urban areas to the Downs to the north.

7.6 These opportunities will be supplemented by improved links to other important recreational and open space opportunities that already exist adjacent or close to JAAP area such as Shoreham Airport, the River Adur and the good facilities that lie close to and beyond it. Cumulatively, these opportunities for enhancing and increasing accessibility to existing recreational and open space facilities, together with the provision of new facilities, will need to aim to ensure that the needs of both the existing and the new population are properly met.

8. Retail

8.1 Brighton and Hove City and Adur District provide a good range of shopping facilities at a sub-regional level, ranging from the strong retail offer in Brighton city centre, the out-of-town facilities at Holmbush to the north of Shoreham and the Local and District shopping facilities that serve numerous local communities. Local shopping facilities are generally well provided for, although accessibility to those in the JAAP area is limited in some cases. Access to Holmbush is very car-dependant, notwithstanding the network of bus services that serve it. The main shopping centres serving the JAAP area are Shoreham town centre and the Boundary Rd/Station Rd shopping area in South Portslade. Both areas are in need of improvement to sustain retail investment in them, and of the two, Boundary Rd/Station Rd is in greatest and most immediate need. These District centres are supplemented by a number of more local centres, such as Southwick.

8.2 The studies identify different types of potential retail provision in relation to the regeneration proposals. Firstly, there will be the need to support the day-to-day shopping needs of the new community. This could be addressed through the provision of two new large convenience stores - one to support Shoreham Town Centre and one to support Boundary Rd/Station Rd shopping centre, the aim being to ensure that retailing complements the existing shopping provision and does not undermine existing facilities.

8.3 The work undertaken also points to the potential for some additional retail facilities which could be of a type which would add to the visitor attraction of the area. This might, for example, range from the potential for new retail facilities to serve as a destination in their own right, down to more specialised retail facilities, which could complement the character and function of the new community. Either way, the accessibility characteristics of the development and its impact on existing retail facilities within the wider area (particularly Brighton town centre), will need to be carefully assessed. The aim would be for strong walking, cycling and public transport links between new development and retail/leisure areas It is important that retail is located at hubs for sustainable transport sited within the densest residential development areas, to maximise the potential for walking to shops and to encourage other retail trips to be made by bus rather than car.

8.4 The retail work is still evolving and consultants have recently been instructed to undertake a household survey to establish up to date data on expenditure patterns and trends for the JAAP area and across the wider Adur District. This is expected to be finished within the next few weeks and will help deliver the right advice for the JAAP retail and regeneration objectives

9. Transport

9.1 Transport is a key issue that must be tackled. New development must not create excessive pressure on the local roads and the A27. The challenges to overcome include roads that are already congested, and some areas where air quality is poor due to current traffic levels. Significant improvements to public transport will be essential.

9.2 Studies currently underway are looking at how development at Shoreham Harbour can bring about major improvements in transport. The aim should be to improve accessibility for local people, providing real choices as an alternative to car use to address current problems such as congestion and air quality. They will also benefit the residents and businesses of the new development, and those of the wider area, ensuring people can choose to live, work and shop without relying on cars.

9.3 The new Transport Strategy will firstly ensure that the development itself reduces the need for vehicle movements by locating services close to where people live and work. It will also provide exemplary public transport infrastructure, linked with that for the wider sub-region, and will involve an integrated package of measures aimed at reducing the necessity of private car use, including:

- ‘Dense’ walking and cycling networks which are coherent, consistent, convenient, and attractive
- Demand management measures linked to environmental standards (eg controlled parking zones with permit prices set to favour lower emission vehicles)
- Car clubs with high environmental standards
- Traffic mitigation measures to be linked closely to public transport, cycling and walking improvements to ensure that the private car does not achieve dominance.

The strategy will need to be flexible, so that it can anticipate and respond to changing circumstances and the needs of the growing community.

9.4 A key component of this approach will be a Rapid Transport System (RTS) linking to the employment and commercial centres of Brighton and Hove in the east and Worthing in the west, possibly also extending to Newhaven, serving the new development from the outset. By designing the new development around the RTS, with maximum physical integration, and by ensuring that the RTS provides frequent, reliable, fast and affordable services, and a high quality travel experience/environment, a substantial proportion of trips generated by the new development would be catered for.

9.5 Brighton & Hove Council and West Sussex County Council’s proposals for bus-based RTS schemes (known as Brighton RTS and Coastal Expressway) have the support of the Regional Transport Board, with funding allocated for a scheme to commence in 2011/12 and further funding allocated later in the current Regional Transport Programme to 2016. Early phases of the Coastal RTS project will provide a link west from Brighton Station providing a high standard and quality of service using vehicles visually resembling trams, with a high degree of on-road priority. This will provide a basis for further extensions to RTS east and west along the Sussex Coast.

9.6 Other key strands of the transport strategy will be Rail improvements (both to services and stations/interchanges) and a hierarchy of accessibility provision, ensuring that cycling and walking are also viable and attractive options for as many journeys as possible.

9.7 These can be complemented by better transport information in homes and workplaces, car clubs, and other measures to encourage sustainable travel choices. Successful implementation would not only reduce demand for car use in the new development itself, but also in the area more generally.

9.8 The studies are also looking at how road traffic to, from and through the area can be better managed. Of particular interest is the impact of heavy goods vehicle traffic serving the area's businesses, including the port. Again, effective land use planning can ensure that HGV traffic growth is kept to a minimum.

9.9 Overcoming these challenges is considered to be a key pre-requisite for the proposals to be considered acceptable. It will be crucial to demonstrate not only that this is achievable, but that there is a reasonable prospect of delivering the measures, and of them working satisfactorily. There will also need to be failsafe options available to provide for unpredictable or undesirable outcomes.

9.10 Significant road building to support the development is neither desirable nor affordable. However, there has for some time been discussion about the whether a new route linking the Harbour area to the wider road network is needed. Therefore the case for a new local link to improve access between the A259 and the A270 (Old Shoreham Road) is being explored. Any new route would be have to be designed to disrupt the local community as little as possible, i.e. in terms of land required, visual and noise impact on new and existing development.

9.11 On the plus side, a new link would reduce heavy goods and other traffic from its current unsuitable route via Church Rd/Trafalgar Rd in Portslade. It could also enable significant environmental improvements to the Boundary Rd/Station Rd shopping area. The new link would also bridge the coastal railway line, reducing pressure on some of the area's existing level crossings. It could also provide a better route for public transport services.

9.12 However, early indications are that the new link road would not help alleviate the traffic consequences of the development – it would simply transfer problems from one area to another. However, the case for a new north-south link road is by no means straightforward. Further information to help clarify these issues will be available during April and May.

10. Urban Design/Place Making

10.1 What sort of place or places should we be creating along the coastal strip? This is a key question for the studies, and a 3D urban design model is being developed that will enable different options to be explored. The model can test different assumptions relating to density, scale and location of development and key infrastructure elements such as the route of the RTS. It is then possible to assess both the strategic and local urban design impact of the development, e.g. distant views from along the coast or the Downs, as well as local impact on existing communities, and the type of place that would be created. Objectives might include improving the townscape of the A259, a better and more positive relationship between the community and the sea, and opening up more views of the harbour and the sea. Studies such as the ‘Character of West Sussex’ will provide an important context.

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10.2 Early studies suggest that the best way to integrate the new development with existing communities is to break it up into four local areas, namely Shoreham, Southwick, Fishersgate and South Portslade. This would help improve north-south links between the new community and the existing community, which would have communications benefits as well as providing the best prospect of design and planning reflecting and working effectively with existing communities

11. Sustainability

11.1 A key objective of the project partners is that the Shoreham Harbour project should achieve recognition as an international exemplar of sustainable development. This is partly for practical reasons – integrating development of this scale into a complex urban area where infrastructure is already under strain without adversely impacting on it can only be achieved by ensuring that the new development has a neutral or positive impact. This means maximising efficiency in energy and water usage and waste generation, ensuring that travel demands are adequately provided for, and ensuring that the impact on the natural environment is neutral or positive. The project partners believe that the scale of the project and the consideration of infrastructure requirements upfront lends itself to the adoption of an integrated approach to sustainability that maximises efficiency of all systems and minimizes additional costs. High environmental standards are also increasingly a regulatory requirement (e.g. the Building Regulations), and a requirement of publicly funded projects.

11. 2 Studies have been commissioned to review energy, water and waste systems to identify the options for optimising environmental performance in these areas. Energy studies indicate that building standards are the most cost-effective way of achieving energy usage reductions, by requiring very high levels of thermal insulation. The studies also point to the potential for a district heating system with a centralised energy centre utilising either traditional or renewable energy sources (potentially with the flexibility for an upgrade as the delivery of the project gains pace).

11.3 Work on water and waste is not so far advanced, but reducing water usage is likely to involve building standards for plumbing systems and grey water systems for residential and commercial properties. Surface water drainage systems to mitigate against flood risk, such as a Sustainable Urban Drainage System (SUDS) will also be required. Waste systems that are being investigated include the ‘ENVAC’ system for collecting waste. This is a vacuum based system which collects waste through a network of chutes and ducts linking to a central collection point, from which waste products can readily be sorted and disposed of in an environmentally sustainable way, depending on the facilities and policies of the waste disposal authorities.

11.4 A sustainable approach will also require maintaining and enhancing the biodiversity of the area. The work on open spaces and green links will be important to this policy area.

11.5 A ‘Green Charter’ will be developed to provide guidelines for standards to be adopted at design, construction and monitoring of energy, water and waste demand.

12. Flood Risk Management

12.1 Flood risk is a strategic issue for the regeneration proposals, because of the areas within the Harbour which are at risk of flooding. Flood risk is ranked from 1 (low risk) to 3 (high risk), and there are further sub-categories within 3. Flood Risk Zone 3A is now an area at high risk while Zone 3B is defined as having a flooding possibility of 1 in 20 years, or as otherwise directed by the Environment Agency. The JAAP area includes land within all of the flood risk categories, but most importantly, there are some areas that are at high risk that lie within Flood Zone 3. It should be noted that as some of the area is subject to flood risk, some flood protection work would be required for the area regardless of the regeneration proposals. This also means that some of the measures to reduce flood risk for the development will benefit existing areas at risk of flooding

12.2 Studies undertaken to date are exploring the requirements of the government’s policy on flood risk and development as set out in PPS25 – Development and Flood Risk and the associated Good Practice Guide. This recommends that sequential testing be carried out at all stages of the planning process to verify that no suitable sites are available with lesser flood risk. The three local authorities, project partners and the Environment Agency have developed what is known as a Sequential Test. Largely because the regeneration objectives can only realistically be achieved in the JAAP area and because the area is at risk of flooding, they also then commissioned what is known as an Exception Test. The Exception Test should be applied only where extensive areas of Flood Zones 2 and 3 exist and it can be applied where regeneration policy so dictates.

12.3 The Exception Test is to assess whether there are other counter-balancing sustainability reasons for developing in an area of higher flood risk and to demonstrate that it can safely be built so that it is free of flood risk, and does not increase flood risk to other existing areas. Work on this is proceeding, but there is every indication that, through a variety of appropriate measures such as increased protection and land raising, this can be satisfied.

12.4 This is a very technical area of work, likely to require complex modelling so as to ensure that the interactions of the tidal impact, river flows, surface water drainage, and wider consequences of the reclaimed land on the marine environment are fully understood and provided for. It is not possible to fully resolve these issues for the early stages of the BHCC and Adur Core Strategies and the JAAP. To help facilitate this and to take the work forward in an agreed and appropriate manner, discussions are proceeding to develop a ‘Memorandum of Understanding’ between the Environment Agency, the three local authorities and the Shoreham Port Authority. This will aim to establish sufficient confidence that there is a reasonable expectation by all the agencies that these difficulties can be addressed in a satisfactory and sustainable manner.

12.5 The costs of mitigating flood risk are being incorporated into the infrastructure costs of the development. Depending on overall development phasing, some

strategic elements, such as the flood defence provided by the reclaimed land, may be provided collectively in advance, but in general, site specific measures will be provided on a site-by-site basis as a requirement of respective developments, subject to EA requirements to ensure that flood risk is considered on a ‘flood cell’ basis.
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13. Minerals and Waste

13.1 The harbour is an important strategic location for minerals and waste, particularly because of the role it plays in providing wharfage for minerals to be landed. The Mineral Planning Authorities (MPA) are responsible for ensuring there is an adequate supply of land-won sand and gravel. Minerals imported to wharves make an important contribution to the overall supply of aggregates, and the reduction in land-won supplies places increasing dependence on imported minerals to wharves. In planning terms this takes the form of ‘safeguarded wharves’ that cannot be used other than for minerals unless planning permission is given. There are safeguarded wharves within both the Hove and Adur sections of the harbour. The regeneration proposals are particularly challenging to the Hove safeguarded wharves, as these areas are proposed to be removed from Port use in due course. The JAAP policies will need to address this by firstly ensuring that the wharfage provision at Shoreham Harbour for minerals imports is adequate to meet the need identified by the Minerals Planning Authorities, and secondly that provision for East Sussex/Brighton and Hove can be secured by safeguarding sufficient wharf capacity within the West Sussex part of Shoreham Harbour.

13.2 There are two strategic waste issues to be addressed in the JAAP. The first is the strategic potential for land at the harbour to provide for waste processing needs for the area. This has been considered in the past, particularly in relation to wastewater treatment, and current studies are reviewing future requirements, and may lead to the need to consider identifying a site for this use. This will need to be reflected in the JAAP as it progresses, and may be relevant to the approach to treatment of wastewater generated by the development. The second is the role the harbour has for uses associated with waste management, such as scrap metal processing and skip storage. These uses play an important role in the local economy and often have a very localised market base. Some of the uses import/export waste materials by ship but others do not, so to ensure the most efficient use of port land it may be that alternative suitable locations outside of the Port, but still within the locality, could be found for some users if they do not need the sea for shipment of materials. This will be considered through a land assembly strategy for the JAAP and in close consultation with those stakeholders to ensure continued provision of important waste management functions for the local area

14. Other Studies

14.1 Other studies being commissioned include a reclamation study which will explore all of the issues associated with reclaiming land, including practicalities, cost, impact on the marine environment, and suitability for port use. This work is closely allied to a Port Master Planning exercise which will establish the future strategic direction of the Port, ensuring that the regeneration proposals are consistent with the Port’s success. There are also studies on land contamination, ecology and archaeology, all providing base line information for the JAAP.

15. Viability

15.1 Detailed viability analysis has been undertaken incorporating assumptions based on initial scoping work that has been undertaken into the project's key variables. This work will be continually updated as the project is developed further and particularly in light of the wide range of intensive work being undertaken currently in support of the JAAP.

15.2 The initial work has effectively considered a worst case scenario and has indicated that achieving project viability is challenging but not insurmountable. A number of sensitivity scenarios have been evaluated which have indicated various means through which a viable scheme can be achieved. Many of the issues covered in this paper will impact on viability and it is therefore difficult to reach definitive conclusions until a preferred option has been agreed. Key issues that influence viability include:

- Infrastructure costs (transport, community education healthcare and other facilities) civil engineering, utilities including aspects related to achieving environmental sustainability)
- Development quantum, density and mix of uses
- Phasing of development and infrastructure
- External economic conditions (impacting on costs and values)

15.3 It should be noted that all the viability models require significant public support during the early years, and support of the scale required has not yet been firmly secured. Most of the scenarios evaluated require a significant element of long term public deficit which would need to be negotiated with the funding bodies. Challenging decisions will therefore have to be made about costs, public funding support and viability.

15.4 It is also assumed that an 'infrastructure tariff' approach will be adopted utilising either Section 106 or Community Infrastructure Levy mechanisms as appropriate whereby a fixed tariff of payments is agreed upfront that will apply to all new development in a defined area to offset initial public expenditure on defined strategic infrastructure. The approach allows funds collected to be recycled into further infrastructure provision and both ensure essential infrastructure is delivered in a timely manner and provides certainty to developers as to the level of such payment required. The strategy is currently being developed and the precise range of infrastructure that it will cover and the area(s) to which it will apply are yet to be decided.

16. Land Assembly

16.1 Securing control of land is of critical importance in delivering the project for the following reasons: –

- Required to enable major infrastructure components to be constructed, the lack of which will form a barrier to development

- Used to facilitate / act as a catalyst for bringing forward development – both early wins and longer term development
- Ownership enables the public sector, as landowner, to establish much greater levels of control over the mix of uses, quality, and pace of development
- Ownership enables the public sector to capture long term value which can be recycled back into infrastructure / investment – and reduce overall public funding requirements
- Due to the barriers to development, particularly flood defences and strategic infrastructure, there is very limited capacity for individual sites to be brought forward by the market.

16.2 Based on this rationale, a land acquisition strategy is being prepared that will establish the approach to be taken to short, long-term and 'windfall' land acquisitions. The strategy and approach is being developed in close liaison with the project partners. Particular focus is being given to potential early acquisitions to both stimulate early development and to capitalize on the current depressed market conditions.

17. Summary

17.1 A great deal of information has been brought together in a relatively short period to enable an outline of the framework for the Shoreham Harbour regeneration proposals to take shape. These will be refined over the coming months as more information comes available, but the key messages are:

- The coastal strip between Shoreham and South Portslade is suffering from serious and deepening social and economic deprivation, and unless there is a significant intervention, this is likely to get worse.
- The harbour area offers a significant opportunity for regeneration
- To achieve the regeneration objectives the scale of the development needs to be significant to both create sufficient development value to support initial capital investment and to provide the critical mass to create a sustainable community and support the ongoing operation of the infrastructural initiatives– the viability threshold suggests 7,000-8,000 dwellings and 6,000-8,000 jobs
- The vision for the development should include retaining a successful operational port and aiming for the highest quality of residential and commercial environment
- Development of this scale can only be achieved if it is to the highest environmental standards, especially transportation, but also energy, water and waste
- High quality public transport infrastructure is an essential pre-requisite
- Resolution of transport related issues will require careful integration of spatial land-use planning with patterns of transport provision

18. What are the key issues for members and local people?

18.1 The following are suggestions only:

Key issue 1 – are there other alternative strategies for the area that would achieve the same regeneration objectives for the local community?

Key issue 2 – what should the vision for the area be?
Key issue 3 – Development will only be acceptable if it brings with it the infrastructure necessary to ensure that it has a positive impact on the community – this applies to traffic, schools, water, waste, energy and all other infrastructure requirements.
Key issue 4 – should there be a new link road from the harbour to the Old Shoreham Road, and if so, what form should it take (and at what stage should it be provided)?
Key issue 5 – What sort of place should we be making, and how can it best integrate or relate to the existing communities?
Key issue 6 – What are the infrastructure priorities for the area and the scheme?
Key issue 7 – how can spatial planning best reduce the need to travel?

19. Next Steps

19.1 As the studies progress, the information will be drawn together to establish realistic options for the harbour area. The aim is for consultation in June on issues and options, with a preferred option also identified for public debate. Prior to that the intention is to bring the proposals to the three councils for a further round of scrutiny reviews and for decisions on the options for consultation. This may require special scrutiny committee meetings in late May, where these are not currently scheduled.

19.2 There will then be further work to develop the options following consultation, with a view to the proposals being submitted for examination as part of Brighton and Hove's Core Strategy in February 2010. Adur's Core Strategy and the JAAP itself would follow in June 2010, with the JAAP being finally adopted probably sometime late in 2011.

19.3 Outside the formal consultation provisions, the aim is for there to be a continuous and developing dialogue with the community, as the proposals develop. Thus, there has already been one stakeholder workshop, and a further workshop is to be held shortly. Similar events, as well as continuing discussion with interest groups and others will also be maintained. The community engagement resources referred to in Para 6.3 may be partially used to develop capacity in the communities for engaging proactively in the process to ensure that local issues are fully recognised. There would be particular value in concerted consultation in October/November, as the proposals move closer to finalisation. Scrutiny review and formal decision making by the three local authorities will also be required at these later stages.

Jim Redwood
Planning Director,
Shoreham Harbour JAAP
February 2009

Background papers:

The following studies are in progress for the Shoreham Harbour JAAP, and will be published once they are finalised:

1. Strategic Housing Land Availability Assessment
   Identifies sites for development and reviews their potential capacity and deliverability. Outlines the possible housing type and tenure.

2. Equalities and Health Impact Assessment Scoping
   Describes pathways to potential health impacts arising from the potential development of the area, such as traffic disruption and improved job opportunities. Adur District Community Profile indicates key statistics characterising the area and population, in particular, relatively high proportion of elderly population; same sex couples; poor education and pockets of deprivation in certain wards within the regeneration area. There is also a high level of childhood obesity.

3. Economic Development Strategy
   A baseline report on the existing economy of the area, and existing policy. The local economy and industry performance is described, illustrating strengths in wholesale, retail, manufacturing and construction. Employment rate in the area is relatively high, as is employment in low-skills jobs, which presents a challenge in creating a new knowledge economy in the area.

4. Community Infrastructure Study
   Provides a baseline review of existing community infrastructure serving the area, and identifies gaps in services and areas for improvement, as well as the requirement arising from the proposed development. This includes education and learning; health and social care; leisure, recreation and culture; and emergency services.

5. Sustainable Transport Strategy, Modelling and Assessment Work
   This study is looking at what needs to be done to minimise the transport impact of new development at Shoreham Harbour.

6. Contaminated Land Desk Study Review
   Identifies areas of particular note for Land Contamination. In particular the site of the old Gas Works on the south side of the Canal.

7. Energy Study
   Addresses the best paths to achieving low-carbon development through energy efficiency, low carbon technologies, and alternative energy opportunities; including Carbon tariffs, CHP and district heating, heat pumps, waste-to-energy and wind power.

8. Masterplan Assessment of a Consolidated Port

9. Urban Design Study

A land-use and character study of the JAAP area and Adur District, including a townscape analysis, document review, capacity assessment within the JAAP area, and initial 3D modelling work.

10. Urban Design Options Study
    A presentation of possible design options for the development of Shoreham, Southwick, Fishersgate and Portslade. Includes potential housing numbers and job provision.

11. Retail Study

12. Hotels, tourism and visitor study

13. Assessment of Open Space and Recreation

14. Shoreham Port Redevelopment Ecological Scoping Report
    Desk study identifying designated sites in the JAAP area and the District surrounding the area, and potential for protected flora, fauna and habitats that may be impacted by the development

15. Ecology and Biodiversity Study
    Further Desk Study covering Adur District, and including surveys of protected species and the area of vegetated shingle on Southwick Beach. The marine ecological impact of potential land reclamation is also studied.

16. Preliminary Flood Risk Assessments: - Outline Sequential and Exception Tests

17. RTS Options Study, by Alan Baxter Associates

18. Water Cycle Study
    A study to assess the impact of the development on the water cycle, including abstraction, treatment, consumption, drainage and disposal of water to and from the development, including improvements possible in the retained developed area.

19. East Sussex and Brighton & Hove Wastewater Management study
    To determine whether capacity at Southern Water’s wastewater and sludge treatment facilities is sufficient to accommodate the options for meeting the proposed housing and employment growth targets in East Sussex and Brighton and Hove and to the required Environment Agency standards.

The Following Studies have also been used to inform this report and are available for review:

1. Proposed Modifications to the South East Plan, July 2008
2. Shoreham Harbour Programme of Development, ADC, B&HCC. WSCC, SPA, SEEDA, HCA, October 2008
3. Feasibility Study for the Installation of an ENVAC Underground Vacuum Waste System for Shoreham
4. Environmental Sustainability Options for Shoreham Redevelopment Project
5. Strategic Flood Risk Assessment, Phase 1 Report, by Capita Symonds, Jan 2007
6. Strategic Transport Study, MVA Consultancy, Jan 2007
7. Employment Land Study Revised Final Report, Step Ahead, Mar 2006
8. Retail Study, DTZ, March 2006 – Volumes 1 & 2
9. Open Space, Sport and Recreation Study, by PMP, Nov 2005
10. West Sussex Wharves & Railheads Study, Land & Mineral Management Ltd, Feb 2008
11. A Strategy for Shoreham Renaissance, by Allies & Morrison et al, March 2006
12. Shoreham Adur Tidal Walls (West Bank) Consultation for Flood Risk Management, by Environment Agency, March 2006
13. Adur Housing Strategy 2005-10 and Action Plan, by Adur DC, 2007
14. Adur Housing Needs Survey, by DCA, May 2003
15. Adur Housing Needs Survey- Update, by DCA, May 2005
16. Shoreham-by-Sea Conservation Area Strategy, by Adur DC, March 2008
17. Southwick Conservation Area Strategy, by Adur DC, Sept 2008
18. Coastal West Sussex Hotel & Visitor Accommodation Report, by Hotel Solutions, Sept 2008
19. B&H Strategic Housing Land Availability Assessment, B&H City Council, May 2008
20. B&H Strategic Flood Risk Assessment, Peter Brett Associates, March 2008
21. PPS25 Sequential and Exception Tests for the B & H Core Strategy DPD, B&H Council, 2008
22. B&H Strategic Housing Market Assessment, DTZ, April 2008
23. B&H Update Study: Affordable Housing Development Viability, Adams Integra, Dec 2007
24. B&H Hotel Futures: An Assessment of Hotel Supply, Performance and Development Potential, Hotel Solutions, January 2007
25. B&H Transport Assessment, Halcrow Group Limited, June 2008
26. Employment Land Study, Roger Tym & Partners, August 2006

27. Retail Study, GVA Grimley, April 2006
28. Appropriate Assessment for the Refreshed Preferred Options of the Council's Core Strategy, B&H City Council, 2008
29. Open Space, Sport and Recreation Study, PMP, 2008
30. A Green Network for Brighton & Hove: 1st Draft Report, May 2008
31. Draft urban characterisation study, B&H City Council, March 2007
32. B&H Strategy for Reducing Inequality in B&H, by OCSI, Dec 2007
33. B&H Tall Buildings Study, by GVA Grimley, Oct 2003 & Tall Buildings SPG, 2004
34. B&H Conservation Strategy, by BHCC, Nov 04
35. B&H Housing Needs Survey, by DCA, 2005
36. B&H Legibility Study, Public Open Space and Public Life, by Gehl Architects, Mar 2007
37. Sub-Regional Housing Needs Study, by DCA, 2004
38. Air Quality Detailed Assessment, by Sussex Air, Sept 2007
39. B&H Economic Strategy, by B&H Economic Partnership, Sept 2005
40. B&H Creative Workspace Study, by Creative Industries Services, Mar 2008
41. B&H Portslade Neighbourhood Action Plan, by BHCC, 2007
42. B&H Sustainable Community Strategy, by BHCC
43. Shoreham Harbour Flooding Scoping Note, by Halcrow et al, Jan 2008
44. Trans Options Utilities Costs, by BBP, Feb 2008
45. Draft Strategic Framework for the Coastal SE, May 2007
46. Shoreham Forecast Methodology, by Mott MacDonald, Jan 2008
47. Refreshed Economic Outcome for W Sussex Local Area Agreement, by SQW Consulting, Aug 2007
48. Shoreham Maritime Vision to Reality, by Moss EDP, ay 1998
49. Regional Economic Strategy 2006-2016b by SEEDA
50. Adur Core Strategy evidence-document, Jan 2007
51. Adur CS Sustainability Appraisal, Jan 2007
52. Adur Core Strategy Submission Document, Jan 2007
53. Brighton CS Supporting Evidence, June 2008
54. Brighton CS Sustainability Appraisal, June 2008
55. Brighton Sustainability Appraisal Core Strategy NTS, June 2008
56. Brighton Core Strategy Revised Preferred Options, June 2008
57. West Sussex Minerals and Waste Development Framework
58. East Sussex and Brighton and Hove Minerals and Waste Development Framework

CULTURE, TOURISM & ENTERPRISE OVERVIEW AND SCRUTINY COMMITTEE	Agenda Item 66 Brighton & Hove City Council

Subject:		**Brighton & Hove Marathon**		
Date of Meeting:		**02 April 2009**		
Report of:		**The Director of Environment**		
Contact Officer:	Name:	Ian Shurrock	Tel:	292084
	E-mail:	Ian.shurrock@brighton-hove.gov.uk		
Wards Affected:	All			

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

1.1 A report is being considered by Cabinet on 23rd April 2009 to seek landlord's consent in principle to stage a marathon in Brighton & Hove on Sunday 18th April 2010, subject to a route being approved by the Safety Advisory Group.

1.2 The Culture, Tourism & Enterprise Overview and Scrutiny Committee is asked to comment on the proposal for the marathon.

2. RECOMMENDATIONS:

2.1 To note that a report to Cabinet on 23rd April 2009 will request the granting of landlord's consent in principle to stage a marathon in Brighton & Hove on Sunday 18th April 2010, subject to a route being approved by the Safety Advisory Group.

2.2 To note that a report to Cabinet will also request to give authority to officers to enter into formal agreement with the event organisers and to determine conditions of support as appropriate.

2.3 To request the Culture, Tourism & Enterprise Overview and Scrutiny Committee to comment on the proposals to stage a marathon in Brighton and Hove on Sunday 18th April 2010.

3. BACKGROUND INFORMATION / CHRONOLOGY OF EVENTS

3.1 A proposal has been received from the Grounded Events Company to stage a full marathon (26.2 miles) in Brighton and Hove on Sunday 18th April 2010 with a start time of 9.00am. This date has been selected in order to attract a proportion of the large number of runners (100,000) who have been unable to get a place in the London Marathon which takes place the following weekend. The intention is for the Brighton and Hove Marathon to attract a maximum of 12,000 entries so that the number of actual runners is approximately 9,000.

3.2 Other countries in Europe (France, Germany, Italy and Spain) hold a main marathon in their capital city followed by 3-6 other major city marathons. In the UK there is not another major city marathon after the London Marathon although there are a number of half marathons, the largest being the Great North Run (52,000 participants).

3.3 The promoter has proposed a route as attached in Appendix 1 starting at Preston Park and finishing on Madeira Drive on a course as flat as possible for the runners. However, there are concerns expressed by the Safety Advisory Group following initial consultation of the impact on access to the Royal Sussex County Hospital (RSCH) and therefore further planning of the route will need to take place. If landlord's consent is granted in principle a Safety Advisory Group for the event will be set up and the route considered in detail prior to approval.

3.4 A Sunday morning has been selected for the event as the time that would minimise the disruption to the city.

3.5 As with any major event there would need to be the appropriate approval of all the necessary health & safety plans, risk assessments and traffic management plans. At present the view is that the event would provide a range of challenges but there is the potential for the risks to be mitigated as per 3.16 below.

Benefits

3.6 Raising the national profile of Brighton and Hove as a sporting city, as a location for events and as a destination for visitors to support the £400m visitor economy.

3.7 A direct economic impact in the order of £3m largely through hotel, restaurant, event, and retail spend. Marathons generate international participation.

3.8 The marathon is proposed during a 'gap' in the city's events programme and therefore helps to address the issue of seasonality that is experienced by the visitor economy.

3.9 A major contribution to the city's sporting legacy for the 2012 Olympics.

3.10 Our primary aim in Sport & Leisure is to encourage the city's residents to be 'More Active, More Often' and the event would provide a major motivation for people to train regularly to take part.

3.11 The organiser intends for the event to 'belong' to the people of Brighton and Hove, with local communities involved as happens at the London Marathon, as well as local athletic clubs, volunteers and participants.

3.12 Considerable amounts of money are raised in such events for charity (locally and nationally) by the participants.

3.13 Brighton & Hove gets ahead of other places – at the moment there is no obvious 2nd marathon in this country after London. If we do not grasp the opportunity another city will.

Issues

3.14 The major issue is that the level of disruption to the city due to road closures and the number of participants would be on a scale comparable to the hosting of the Tour de France back in the 1990's. In particular the impact on the emergency services including ambulance access to the RSCH would require appropriate arrangements.

3.15 The organisers have experience of organising the London Marathon and are suggesting a route that is great for the participants but which allows for the earliest possible re-opening of arterial routes (see Appendix 1). The route involves closures of sections of the A23 and A270 with a start in Preston Park and a finish in Madeira Drive.

3.16 Please see in the table below the potential risks of the event together with the potential opportunities to mitigate such risks.

RISK	**MITIGATION**
The Safety Advisory Group (SAG) need to be re-assured that emergency services can function effectively in support of and as a result of the event	Detailed planning with the SAG regarding routes and access for emergency services. Effective planning of marshalling to ensure emergency services can operate.
Disruption to Sunday morning	Detailed planning with the Bus Company

bus services.	and advanced communications to allow residents to plan and prepare alternative arrangements.
Retail Impact on the Sunday Morning	There is potential spend in the city over the weekend by the thousands of additional spectators and competitors.
Impact on traffic management	Advance communications to enable awareness of road closures and reduce the impact on traffic congestion.
NHS Trust concerns about response times and access to and from the Royal Sussex County Hospital	Detailed discussions with the Trust and SECAM to plan and avoid impact as part of the Safety Advisory Group.
Disruption to traffic flow for residents, businesses and visitors.	Early and detailed communications to these audiences to ensure that alternative arrangements can be made.
Roads closed with residents unable to enter or egress streets.	Early and detailed communications to these audiences to ensure that alternative arrangements can be made.

4. CONSULTATION

4.1 The views of the members of the Brighton & Hove City Safety Advisory Group, comprising Sussex Police, East Sussex Fire & Rescue, South East Coast Ambulance Service, Brighton and Sussex University Hospitals NHS Trust, Brighton & Hove City Council Traffic Engineers, Licensing, Health & Safety and Emergency Planning, is that the route chosen by the Organisers of the marathon is such as to seriously compromise the safety of the City and the Ambulance and Fire & Rescue Service’s ability to respond.

The advice of the Safety Advisory Group is that the proposed route is unsuitable and needs to be changed to prevent bisecting the City and so prevent the necessary east-west access. The Group’s Members view is that it is the proposed route that is cause for grave concern and not the event itself. Therefore, a revised route particularly in relation to the area around the RSCH would be required to be approved by the Safety Advisory Group prior to the event taking place.

4.2 Consultation has taken place with all Councillors including the circulation of a full events proposal. Positive support for the event has been received from Councillors Alford, Hamilton, Marsh, McCaffery, Norman (A), Older, Smart and Theobald. Councillor Lepper is very concerned on the impact for residents living adjacent to the A259.

Councillor Morgan indicated his serious concerns about city centre road closures and the capacity of roads to accommodate the event. In particular he has concerns of the impact on the emergency services to respond to emergency calls.

4.3 Consultation has taken place with the Brighton and Hove Hotels Association, and the Business Forum, both of which were supportive of the proposal.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

5.1 There will be no direct financial contribution from BHCC. All costs, including Health and Safety Consultation, any barrier works along the route and finish point, hospitality and highways closure costs including any suspension of parking services will be met by the event organisers. However, the indirect cost of any potential loss of income from the suspension of parking services will be borne by the local authority.

Derek Mansfield *13th March 2009*

Legal Implications:

5.2 The proposal is to agree to the event in principle. Final approval should only be given to the event when it is clear from consultation that there is no unacceptable compromise on health and safety and that the traffic implications are manageable.

Bob Bruce *16th March 2009*

Equalities Implications:

5.3 The marathon is a mass participation event for both runners and spectators which would take place throughout the city. There is the opportunity for the organiser to promote the event to involve as wide a range of local individuals and groups as possible to take part, spectate or benefit from the money raised for charities.

Sustainability Implications:

5.4 All events are planned and staged in accordance with the statutory powers and planning obligations as set out in the outdoor events policy. Sustainable event guidelines are currently being developed.

Crime & Disorder Implications:

5.5.1 Safety Advisory Groups have been convened for all major outdoor events taking place in Brighton & Hove that have the potential to attract significantly large numbers of people. A protocol between the council and emergency services was agreed in 2004 and will be used for this event.

5.5.2 The Police are involved in both the consultation and planning of all major events.

Risk and Opportunity Management Implications:

5.6 The event will be subject to a full event-specific risk assessment.

Corporate / Citywide Implications:

5.7 The event takes place in Preston Park and public highway throughout the city.

SUPPORTING DOCUMENTATION

Appendices:

1. Proposed plan of marathon route

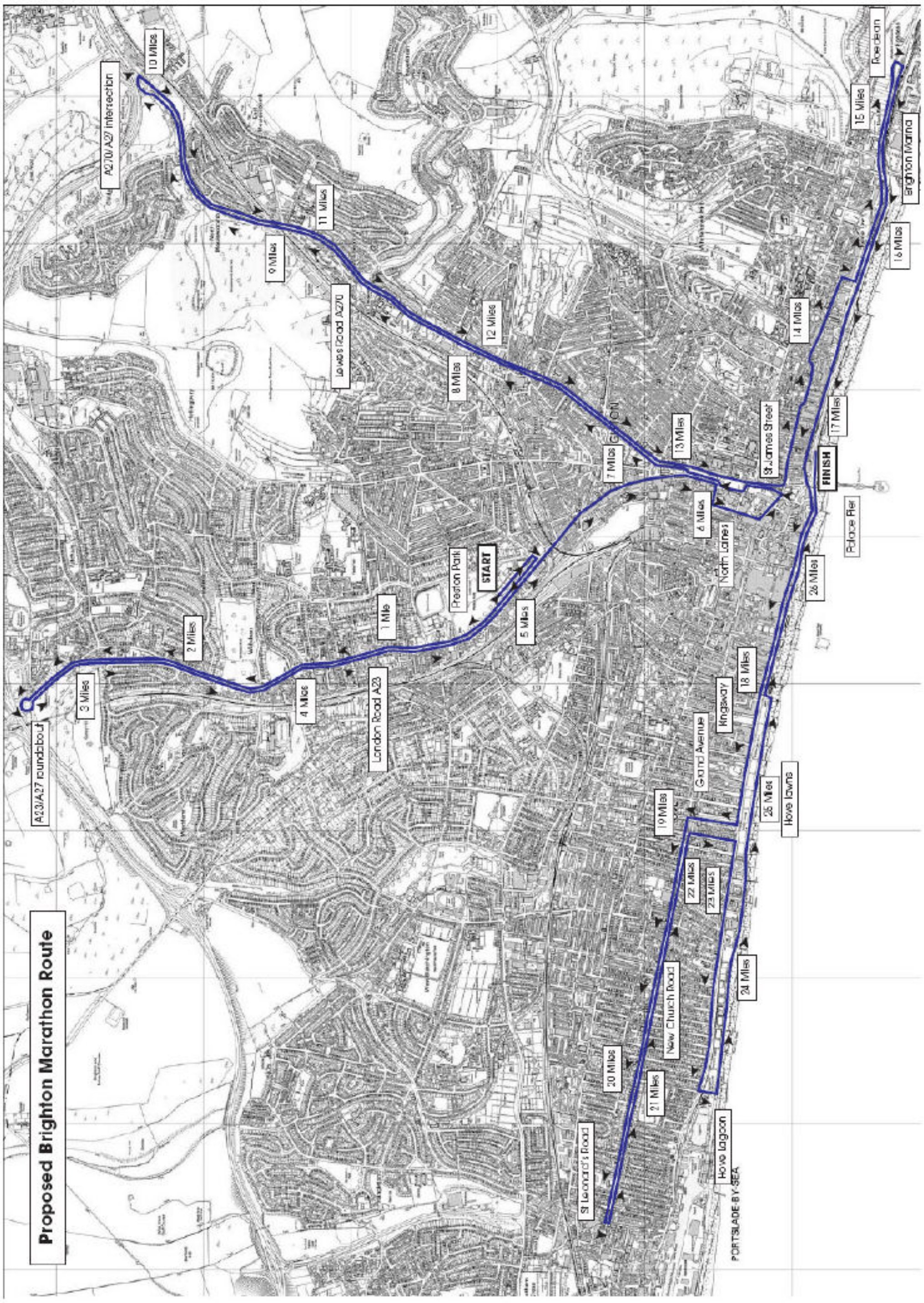
Documents in Members' Rooms:

1. None.

Background Documents:

1. Event proposal from promoter (circulated to all councillors).

APPENDIX 1



Proposed Brighton Marathon Route
A23/A27 roundabout
3 Miles
2 Miles
4 Miles
London Road A23
1 Mile
Preston Park
START
5 Miles
6 Miles
North Lanes
7 Miles
8 Miles
Lewes Road A270
9 Miles
A270/A27 Intersection
10 Miles
11 Miles
12 Miles
13 Miles
St James Street
14 Miles
15 Miles
Roedean
Brighton Marina
16 Miles
17 Miles
FINISH
Palace Pier
26 Miles
18 Miles
Kingsway
Grand Avenue
19 Miles
25 Miles
Hove lawns
22 Miles
23 Miles
24 Miles
New Church Road
20 Miles
21 Miles
St Leonard's Road
Hove Lagoon
PORTSLADE-BY-SEA

OVERVIEW AND SCRUTINY COMMITTEE	Agenda Item 67 Brighton & Hove City Council

Subject:		**Business Retention and Inward Investment Strategy and Implementation Plan**		
Date of Meeting:		**2ND April 2009**		
Report of:		**Director of Cultural Services**		
Contact Officer:	**Name:**	**Andy Glover**	**Tel:**	**29-1093**
	E-mail:	**andy.glover@brighton-hove.gov.uk**		
Key Decision:	**Yes**	**Forward Plan No. EEM 5890**		
Wards Affected:	**All**			

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

1.1 The Business Retention and Inward Investment (BRII) Strategy and Implementation Plan sets out a more proactive role for the city council in safeguarding and developing our existing businesses together with attracting new businesses to the city. It will provide a framework for the economic development function of the city council to work with partners, both internally and externally to safeguard and develop the economic base of the city.

2. RECOMMENDATIONS:

2.1 The Overview and Scrutiny Committee endorse the Business Retention and Implementation Plan, and

2.2 Request updates from the Director of Cultural Services on the actions contained within the Implementation Plan.

3. RELEVANT BACKGROUND INFORMATION

<u>Background</u>

3.1 The Brighton & Hove economy has grown significantly in recent years and is valued at approximately £4.3bn however it is clear that the global recession will create challenges for all locations and pro-active action is needed to support the city's economic base

3.2 Brighton & Hove has a resident population of approximately 251,000 (mid-year population estimates 2006) and 67% of these are working age (168,000). 42% of Brighton & Hove's residents are aged 25-49 years.

3.4 The City Employment and Skills Plan (CESP) highlights the challenges faced by the city of a growing working age population and the need to ensure that employment in the city is of high quality and able to provide career progression, in order to release entry level jobs for those facing disadvantage in the labour market.

3.5 Projections from the CESP suggest that in order to respond to population growth we will need to secure approximately 8000 jobs to maintain an employment level of 76% and nearly 16,000 jobs to reach the Government's 80% target. These projections were established in 2007 and more current data will continue to be sought to update the projections particularly in light of more recent economic conditions.

3.6 Until now business retention and inward investment activities have tended to be more reactive than proactive but there have still been a number of significant successes in business retention, business growth and inward investment, such as LC Switch and Club Penguin.

3.7 It is also recognised that many of our competitors have developed a more proactive approach towards business retention and inward investment and consultants were therefore commissioned to carry out the work to bring forward a Business Retention and Inward Strategy for the city.

Business Retention and Inward Investment Strategy

3.8 The objective of the strategy is to provide current information on business sectors currently operating within the city. This includes their location, size, demands in respect of space requirements and the quality of the existing provision, including amount of available stock. The existence of local supply chains and clusters has also been explored, highlighting those that may need support.

3.9 Using the information that has been gathered the strategy identifies which of the existing or emerging sectors have capacity to grow and the interventions that are necessary for growth to take place, including links to commercial centres in the wider region and beyond.

3.10 The key sectors that the strategy identifies with the capacity to grow are the digital media, including the publishing, printing and reproduction of recorded media; environmental industries; health; creative industries and real estate activities. It also identifies key sectors that are declining and it is not surprising that manufacturing is the dominant sector that has suffered the most over the last few years.

Implementation Plan

3.11 The Implementation Plan identifies the approach we will take to business retention and inward investment activities and also identifies key partners that should be involved in the work. The strategic aims of the implementation plan are three fold, namely:

- to retain existing businesses
- to facilitate indigenous business growth
- to attract new inward investment.

3.12 Specific priority actions would include;

- Research, foresight and intelligence: By identifying who to target for inward investment and having a source of information available to support location decisions.
- Investment Promotion: By proactively marketing and selling the destination for business and providing a responsive one-stop shop for investors looking for answers to support their location decisions.
- Aftercare: by providing regular contact with business in the City to pre-empt their needs and ensure once here we are able to help them remain and grow.
- Development Investment: By ensuring we are delivering appropriate skills, sites and premises, infrastructure and other physical components.
- Performance measurement: By monitoring our inward investment and business retention success.

3.13 Under each of the actions identified above a series of more numerous and costed activities are provided in the full report which are broken down into short, medium and long term.

3.14 The plan recommends that the City Council is probably the most appropriate organisation to lead the delivery of the BRII using a dedicated function within the Economic Development team.

3.15 The delivery of the actions contained within the Implementation Plan have strategic links to the Corporate Plan priorities 1.3 Growing our economy, 1.6 Supporting people into work and 2.4 ensuring the best use of our property and land assets. Together with this, it will also make a contribution to LAA target L3, increasing the number of people in employment.

3.16 The Strategy and Implementation Plan is a detailed document and a full version can be located via: www.brighton-hove.gov.uk/business. A copy of the Executive Summary and Implementation Plan are attached as Appendices 1 and 2 to the report

4. CONSULTATION

4.1 Consultation was a key component of the consultants' brief and detailed consultation has been carried out by the appointed consultants to gauge the views and concerns of the wider business community. Included in the consultation process were SEEDA, the universities, Brighton & Hove Economic Partnership, Sussex Enterprise, LSC, Wired Sussex, Hub100, City College, businesses form a wide range of different sectors and other economic development agencies /organisations operating in the area. Together with this external consultation, officers from the relevant functions of the city council have also been consulted during the development of the Strategy.

5. FINANCIAL & OTHER IMPLICATIONS:

<u>Financial Implications:</u>

5.1 The Implementation Plan has identified a series of actions that are required to enable a more structured and proactive approach towards business retention and inward investment. These actions have been prioritised and costed. A budget of £60,000 has been sought from the LABGI grant for the next two financial years (ie 2009/10 and 2010/2011)

Finance Officer Consulted: Anne Silley, Head of Financial Services
*Date:*20.02.09

Legal Implications:

5.2 The recommendations in this report are consistent with the council's economic development and well-being powers and duties and there are no adverse implications arising.

Lawyer Consulted: Bob Bruce Principal Solicitor *Date:* 20.02.09

Equalities Implications:

5.3 The Strategy and Implementation Plan has not had an Equalities Impact Assessment completed at this time but one will be carried out in due course.

Sustainability Implications:

5.4 The Strategy and Implementation Plan fully supports sustainable development in the city.

Crime & Disorder Implications:

5.5 It is not considered that there are any direct implications for crime and disorder arising from the actions contained within.

Risk & Opportunity Management Implications:

5.6 A risk analysis has been prepared as part of the Implementation Plan identifying potential risks and mitigation measures.

Corporate / Citywide Implications:

5.7 The condition of the economy has a major impact on the city. The Strategy has considered the relevant policies, locally, regionally and nationally in reaching its conclusions in the Implementation Plan.

SUPPORTING DOCUMENTATION

Appendices:

1. Executive Summary
2. Implementation Plan 2009-2011

Documents in Members' Rooms

1. Business Retention and Inward Investment Strategy and Implementation Plan

Background Documents

1. none

Appendix 1 – Executive Summary

BUSINESS RETENTION & INWARD INVESTMENT STRATEGY

EXECUTIVE SUMMARY

BACKGROUND

GVA Grimley Ltd was commissioned by Brighton & Hove City Council to develop a Business Retention and Inward Investment (BRII) Strategy and Implementation Plan. The BRII Strategy and Implementation Plan identifies the key strengths of the local economy, and the sectors inward investment and indigenous growth activities should focus on. The Strategy and Implementation Plan also makes recommendations on the basis of an adequate and appropriate organisational structure, business plan and action plan for the delivery of successful business retention and inward investment activities within the area.

The Strategy and Implementation Plan was prepared using a combination of primary and secondary research methods in order to provide a sound basis for the development of inward investment attraction and retention within Brighton & Hove. This included desk based research, stakeholder consultations (through one-to-one meetings and a workshop event), business surveys, and expert inward investment input.

CLIMATE FOR INWARD INVESTMENT

The climate for inward investment of any kind (international or national) in the short term is both uncertain and highly volatile given the well publicised downturn with both the global economy and more locally the UK specifically. Indeed in the short term the opportunity for inward investment of a significant scale is becoming increasingly scarce. That which is evident will be attracted to locations with 'track record' of attracting investment, or where specific specialisms and / or cost benefit can be identified. The focus for Brighton & Hove should, in this context, be on existing sectoral strengths and niches.

The key findings of consideration of trends within FDI at the international, national, regional, and local level, and the outlook for FDI in the short term and beyond are summarised to be:

- The UK is identified to be a key destination for FDI projects (and jobs created / safeguarded) consistently outperforming other countries with the exception of the USA. There is an increasing trend within FDI to the UK of reducing job impacts – although rising projects in total suggesting a shift away from larger scale projects being attracted to the country.

- Within the UK the South East has traditionally performed strongly in terms of overall projects attracted, and jobs created through FDI projects, but less well in terms of jobs safeguarded within the region, although recent trend data obtained from SEEDA suggests that the number of jobs created through projects has reduced, with increases in retention. With its strong track record compared to the other regions (apart from London) the South East should continue to benefit from FDI attracted to the UK.
- From data available (highlighting the limited data currently recorded at the local level relating to investment attracted) it is apparent that Brighton & Hove has traditionally underperformed in terms of projects specifically – considering employment creation specifically, Brighton & Hove attracts around 20% of jobs created regionally. Generally this suggests both a lack of track-record in attracting investment, but also given inadequacies in data recording a gap in knowledge at the regional and local level as to the past performance (and therefore strengths) of Brighton & Hove in this context.
- The economic climate (global and national) suggests a period of slowdown in inward investment activity (FDI and national / regional investment). Where investment will be forthcoming (and on a major scale) it will build on existing performance / track record (in effect FDI in the past attracts FDI in the future etc). On the basis of evidence available it is apparent that Brighton & Hove has limited scope to promote significant FDI or inward investment based on trends over recent years, although revealed evidence suggests that the gaming industry and associated software activities is a local niche area that could be promoted through the articulation of an appropriate proposition.

THE CURRENT PROPOSITION

The opportunity for Brighton & Hove to attract inward investment, and the need for it to prioritise business retention activity, are respectively rooted in the existing proposition associated with the city.

The following table summarises the key ‘Strengths, Weaknesses, Opportunities, and Threats’ (SWOT) identified for Brighton & Hove of specific relevance to the BRII.

BRII SWOT Analysis

Strengths	Weaknesses
Diversity within skills base including a ready supply of qualified employees. Recognised quality education provision including two Universities. Level of business start-up including specific strengths within the creative industries sector. Active and vocal business base including major local employers and small business community. Existing stock of commercial business floorspace available (quantum). The "Brighton & Hove brand" – awareness of Brighton & Hove nationally and internationally. Strategic connectivity to London (and the rest of UK via London), and globally via air and ports. Clusters of creative industries activities suggesting dynamism within the local economy alongside entrepreneurial cultural. Quality of life – access to service and facilities, housing market offer, proximity to excellent natural environment. Strength of the tourism economy in Brighton & Hove.	Road congestion identified within the City Centre. Potential over-reliance on the concept of Brighton & Hove being "something / somewhere different" in political (and economic development) terms. Decline in the physical environment / fabric of the city including buildings and public realm. Recruitment difficulties focused on 'business' skills (i.e. business acumen) alongside continued worklessness issues. Significant proportions over-qualified residents working in lower grade employment. Existing stock of commercial business floorspace (quality) (lack of Grade A high specification modern developments in the City Centre). Limited success in delivering 'key projects' to date across Brighton & Hove.
Opportunities	**Threats**
Articulation of the "Brighton & Hove brand" to the right audience to further understanding of the economy and niche potential within the area. Planning and economic development policy potential to grow creative industry clusters in Brighton & Hove. Opportunity to use key connectivity to enhance understanding of the Brighton & Hove economy (e.g. advertising on the direct train to London Victoria). Delivery of key projects, including commercial floorspace provision, to encourage investment in existing commercial stock. Public sector investment in public realm alongside realistic use of S106 and private sector monies, local asset based vehicles etc. Wider regeneration aspirations along the South Coast including at Shoreham Harbour have the potential to complement actively within Brighton & Hove as commercial floorspace is bought forwards (in the context of limited land availability in Brighton & Hove).	Continued 'As you were' marketing of Brighton & Hove could exacerbate existing perceptions without generating significant value added activity. Continued worklessness issues if jobs are not created in local economy for highly qualified residents. Continued decline of physical environment and congestion within the City Centre will act as a detractor for inward investment and continued investment by businesses already in Brighton & Hove and could compromise the tourism economy. Wider regeneration aspirations along South Coast including Shoreham Harbour have the potential to displace activity from Brighton & Hove as commercial floorspace is brought forwards.

THE FUTURE OPPORTUNITY

An integrated and diverse economy is the key to delivering the required step-change in Brighton & Hove's future economic performance and relative strength. An economy being dependent on a small number of sectors, including within its employment and / or business base will always be vulnerable to economic downturn. Successful, and sustainable, economies are built on a wide range of sectors; providing a range of jobs suitable for a diverse population with a range of skills.

The future opportunity within Brighton & Hove in this context is based on existing sectors that demonstrate the potential for growth, including specifically those which contribute to attracting high-value-added investment within the city, and other potential growth sectors that could be introduced to the economy through synergy with existing activity and assets / drivers.

KEY DRIVERS / ASSETS FOR ECONOMIC GROWTH

Brighton & Hove has a series of key assets relevant to BRII (building on the previously presented SWOT analysis):

- Skills base: a high level of skills within the local labour force coupled with good access to education and training;
- Entrepreneurial culture and start-up / micro-business base: a sizeable and evident entrepreneurial spirit across a range of business and commercial sectors;
- Existing stock of business and employment floorspace: the existing stock of businesses that have been attracted into, or are indigenous to, Brighton & Hove as a distinct asset;
- The 'Brighton & Hove brand': the existence of the Brighton & Hove brand with an internationally known name and reputation;
- Strategic positioning and cross-boundary working: the relatively strong positioning of Brighton & Hove within the wider regional economy including physical infrastructure / transport links and non-physical links;
- Strategic access: strategic access to national and international markets;
- Commitment to business growth: evident within the public sector and business to business collaborative working;
- University and economic strategy alignment: opportunity to integrate economic growth and the presence of two growing and well respected universities;
- Quality of life: access to services and facilities, coupled with the quality of much of the housing stock and excellent natural environment are key attractions of living working in the city form critical assets for many businesses and employees; and
- Social enterprise and third sector (voluntary and community): as significant employers, service providers, representative bodies, and contributors to quality of life within Brighton & Hove.

THE VALUE OF EXISTING SECTORS

The priority for the BRII Strategy and Implementation Plan should be the protection and growth of existing sectoral strengths within Brighton & Hove:

- Manufacture of food and drink: this sector is identified as a projected regional growth sector, with a number of significant employers identified within Brighton & Hove at the current time including general, organic, and frozen food and food product manufacture / supply.
- High-technology manufacturing (publishing, printing etc): the analysis undertaken specifically recognises the potential future importance of employment within businesses undertaking publishing and printing related activities. This, as with the 'manufacture of food and drink', is recognised to be a regional growth sector.

- Financial Services: concluded to be a sector with long-term (unlikely in the short or medium term given the current economic climate) growth potential within Brighton & Hove, particularly given existing concentration of businesses within this sector, and the fact that this is a forecast regional growth sector. This specifically relates to activities associated with Financial Intermediation (except insurance and pension funding), and activities auxiliary to financial intermediation.
- Computer and Related Activities: the emerging significance of this sector – specifically related to the gaming industry – is becoming increasingly apparent on the basis of recent investment successes. Brighton & Hove is recognised to be a good location for this type of activity linked to the presence of its two Universities, including a language school and linguistic specialisms, and a strong creative and technical base.
- Other Business Services: although not evidenced in the business base and past employment change (due to the relatively new nature of the sector) within Brighton & Hove, it is recognised that activities within the Other Business Services sector have specific growth potential in the future. Such activities are more commonly recognised as 'Creative Industries' including sub-sectors capturing: advertising, architecture, art and antiquities, crafts, design and designer fashion, film, video & photography, music, visual and performing arts, publishing, and television and radio[1].
- Retail: although the analysis of past employment and business change and forecast employment growth in the future has not explicitly identified the significance of the retail sector its future importance in the context of the BRII Strategy and Implementation Plan cannot be ignored. The retention of the retail base within the City Centre, including the range of retailers present, and their size and offer, will be vital to ensuring a quality place. Retail decline, including visible vacant units, would present a negative image to potential invests. As such therefore, the retail sector should be considered a priority for business retention over the strategy period.
- Opportunities for 'other' sectors not captured within the primarily quantitative analysis of employment and business base within the Brighton & Hove economy have also been identified – relating specifically to the wider 'umbrella' sectors of 'Environmental Industries and 'Health'.

IMPLEMENTATION AND ACTION PLAN

Brighton & Hove is a city of significant opportunity. It has in place a number of 'cornerstones' on which to base its future economic aspirations; albeit these in many cases are not being maximised at the current time.

[1] Definition taken from Creative Industries Workspace in Brighton & Hove, 2007 – 2017, Final Report (2008)

Any future efforts towards business retention and inward investment in Brighton & Hove should look to align with, and where possible maximise the potential of, identified opportunities as the 'cornerstones' of the economy in the future.

Fundamentally Brighton & Hove needs to maximise the benefits associated with its strong entrepreneurial and start up culture that is so evident within the local economy. Essential to this is the identification and development of sufficient and appropriate start-up and grow-on business floorspace, alongside appropriate business support (including marketing, business planning, financial and legal advice, recruitment etc), that will facilitate growth of small indigenous businesses (including their employment base and contribution to the local economy in terms of monetary turnover).

STRATEGIC AIMS

The following hierarchy of strategic aims will shape the implementation actions for the BRII Strategy and Implementation Plan:

- Retain existing businesses: The retention of existing businesses is the most important strategic aim within the BRII Strategy and Implementation Plan. The rapidly deteriorating economic climate and changes in the individual markets of businesses means that the role of existing businesses within an economy is more important than ever. Retaining existing business is a key local challenge for Brighton & Hove, and supporting businesses to overcome operational and other constraints, must be of the highest priority for all stakeholders.
- Facilitate indigenous business growth: Helping businesses to grow, thrive and invest in their existing location, or on an alternative site within the local area, is the 'easiest' way of securing investment for Brighton & Hove. Re-invested earnings in FDI flows account for an estimated 30% of worldwide FDI flows. This is a clear sign of the importance of supporting indigenous growth. Converting the significant number of business start-ups to *established* and *growing* businesses is a key strategic aim.
- Attract new inward investment: There is an identified need at the regional and local level to increase new business inward investment. Brighton & Hove need to ensure a step-change, reducing the gap with South East regional economic performance. In this context, attracting new inward investment is an explicit priority, although given the existing economic climate this is a more realistic long term priority.

STRATEGIC OBJECTIVES

Two Strategic Objectives are derived from the Strategic Aims for business retention and inward investment in Brighton & Hove:

SO1. Establish the appropriate organisational structures and systems to deliver the cross-cutting business retention and inward investment actions identified.

SO2. Take a sector specific approach to business retention and inward investment focusing efforts and resources on growing and future emerging sectors.

CROSS–CUTTING ACTIONS

A series of cross-cutting actions are identified within the BRII Strategy and Implementation Plan including:

- Investor promotion;
  - Investor servicing;
  - Site database;
  - Image building; and
  - Investment generation.
- Research, foresight and intelligence;
- Aftercare;
- Investment environment development; and
- Performance measurement.

The Strategy and Implementation Action Plan is set out in full within Section 6. Short term actions (1 to 3 years) include the following key outputs:

- Effective procedures for joint working and knowledge sharing between the City Council, Economic Partnership and other partners;
- Development of effective and coherent systems that record and capture investor pre and aftercare and support activities;
- Comprehensive suite of site database, propositional marketing and promotional materials as the basic tools for business retention and inward investment;
- Comprehensive programme of outward promotion through events, exhibitions and direct contacts;
- Performance targets to measure activities, return on resources expended and critically to allow identification of successful business retention and inward investment projects and activities.

Medium term actions (4 to 8 years) include the following key outputs:

- Active and continued use of gathered research information to provide an intelligence and foresight base allowing proactive, targeted support and intervention in key business sectors and the identification of emerging trends;
- Expanded programmes of outward promotion through events, exhibitions and direct contacts;
- An effective aftercare and feedback process that assists in driving the future communication and promotion strategy;

- Performance management systems that are able to demonstrate and articulate business retention and inward investment successes in almost ‘real-time’, driving more ambitious and focused business retention and investment targets.

Long term actions (9 years plus) include the following key outputs:

- An evolution of the City’s business proposition founded on sustained success and continued delivery of improvements to the investment environment through place-making and regeneration initiatives;
- A focus on extending and developing the specific sectors the Brighton & Hove actively chooses to have form part of its economy through proactive placement of the business proposition and active management.

Sector specific actions are identified, as summarised in the table overleaf.

Sector	Short Term	Medium Term	Long Term
Food and Drink	Ensure suitable supply of small to medium sized premises Offer procurement advice to promote the 'Be Local Buy Local' aspiration throughout the economy Promote sector specific 'Meet the Buyer' events focusing on introducing large local occupiers and the smaller business base and supporting business services	Improve transport accessibility to raw materials and customer/consumer end markets Improve transport access to premises outside the core urban area	
Printing	Secure affordable premises Offer procurement advice to promote the 'Be Local Buy Local' aspiration throughout the economy Promote sector specific 'Meet the Buyer' events focusing on introducing large local occupiers and the smaller business base and supporting business services	Development of higher specification and affordable premises Encourage cluster development links to the Universities	Improved availability of ICT skills and adaptable employees Training and support for business management and entrepreneurial activities
Financial Services	Offer procurement advice to promote the 'Be Local Buy Local' aspiration throughout the economy Promote sector specific 'Meet the Buyer' events focusing on introducing large local occupiers and the smaller business base and supporting business services	Identification and allocation of appropriate urban core and centre accommodation for occupiers (focus on Brighton Centre and Churchill Square) Encouragement for higher specification environmental accommodation	Improved availability of higher professional skills and lower skilled employees Strengthen employment links between Universities and sector businesses
Computing and Related Services	Identify, allocate and support business clustering within individual buildings and within specific areas Offer procurement advice to promote the 'Be Local Buy Local' aspiration throughout the economy Promote sector specific 'Meet the Buyer' events focusing on introducing large local occupiers and the smaller business base and supporting business services	Support the expansion of ICT infrastructure, particularly expansion of broadband capacity and wifi 'cloud' opportunities	Protection of IP and product spin offs
Other Business Services (Creative Industries)	Identification and allocation of specific accommodation and premises to accommodate the minimum anticipated growth across the sector – according with the Creative Industries Workspace Study (2008) Offer procurement advice to promote the 'Be Local Buy Local' aspiration throughout the economy Promote sector specific 'Meet the Buyer' events focusing on introducing large local occupiers and the smaller business base and supporting business services	Identify, allocate and support business clustering within individual buildings and within specific areas (City Centre, Hove town centre, London Road corridor)	Sustained focus and investment into City Centre and Hove town centre environmental improvements and place-making initiatives Support continued evolution of the evening economy, particularly eating and drinking opportunities as focal points for creative industry networks
Retail	Protection and management of existing retail floorspace	Prepare and support planning policies to ensure appropriate	Sustained focus and investment into City Centre

	Review retail floorspace requirements across the City in light of the current economic situation Offer procurement advice to promote the 'Be Local Buy Local' aspiration throughout the economy Promote sector specific 'Meet the Buyer' events focusing on introducing large local occupiers and the smaller business base and supporting business services	retail floorspace of suitable footprint, location and visibility is developed and retained	retail environmental improvements and place-making initiatives
Health	Offer procurement advice to promote the 'Be Local Buy Local' aspiration throughout the economy Promote sector specific 'Meet the Buyer' events focusing on introducing large local occupiers and the smaller business base and supporting business services	Encourage cluster development links to the existing medical services and research facilities, NHS Trust and Medical Teaching School	Protection of IP and product spin offs
Environmental Industries – Business Environmental Performance / Practices	Promotion / increase awareness of the benefits of environmental business accreditation standards for Brighton & Hove businesses to ISO:14001 international standard, and Eco-Management	Development of a support and knowledge base for environmental accreditation to actively support businesses to audit their processes/systems and outputs and achieve accreditation	

AFTERCARE FRAMEWORK

An Aftercare Framework is included within the BRII Strategy and Implementation Plan to ensure that there is an excellent relationship and linkages established with Brighton & Hove businesses that is able to identify and resolve issues that those businesses raise that may otherwise restrain future growth, re-investment or ultimately cause the loss of the business from the city either externally or through financial failure.

The Framework specifically includes:

- 1. Targeting – This BRII Strategy and Implementation Plan identifies the key business sectors that are priorities to target. Alongside the priority sectors, all businesses within Brighton & Hove should be targeted according to employee size (more than 50 employees); and turnover (in excess of £500,000 per annum). This must be achieved in conjunction with SEEDA to ensure that there is no duplication of efforts, or obvious gaps in coverage.
- 2. Engagement methods – utilising sector and business level research, each business to be targeted within the Aftercare Programme must be profiled. It is then essential to make initial contact to obtain a clear understanding of on what basis, frequency and method the individual business wish to be engaged with. Different techniques will be required including a combination of contact forms such as one-on-one meetings,

engagement via senior officers and Elected Members, invitations to business development networking or social or sporting events. The Aftercare Programme must capture all of these requirements and expectations to co-ordinate activities effectively.

- 3. Shaping Aftercare Discussions – there is a need to consider the structure and content for any aftercare contact. It will be important to understand the existing and potential future business needs (land, premises, skills, funding, legal support, business planning processes etc) of each business if aftercare is to be effective.
- 4. Undertake Contact – undertaking the contact through whichever means is most appropriate for that business is a critical action within the Aftercare Programme. The contact meeting/discussion must be structured to ensure that the targeted business has every opportunity to raise the issues it needs to and that this is swiftly followed up by a feedback note or minute of the discussions identifying what actions will be taken by the City Council to resolve issues and over what timescale. Follow-up meetings/discussions should be arranged at the same time and the Aftercare Programme database updated accordingly (including the note of what was discussed).
- 5. Co-ordinating Responses – the ability to co-ordinate and deal with issues raised at the contact meeting is critical to the effectiveness of the Aftercare Programme. The response must identify the individuals to take responsibility for each issue and action required and to ensure that this is swiftly fed back to the business with the outcomes/resolution of the issue clearly identified. The original point of contact to original point of contact is preferential and more effective in co-ordinating responses.
- 6. Performance Review – there is a need to monitor and review the Aftercare Programme on a regular, quarterly basis. This monitoring will inform the wider performance management of the BRII Strategy and Implementation Plan as well as inputting to research, foresight and intelligence activities. Performance review and the identification of common issues/themes raised by Brighton & Hove businesses may be brought together to evidence the need for particular development or regeneration initiatives or to form the basis for targeted business support or business development networking. The performance review should be undertaken in the form of a follow-on telephone call to the business coupled with an annual satisfaction survey (web or mail) of those with businesses within the Aftercare Programme.

HEADLINE ACTION PLANS AND COSTS

The costs and resources required to implement the BRII Action Plan are set out in the following tables for the short, medium and long term periods. The majority of the resource requirements identified are staff time inputs to develop and improve and extend existing activities and in some cases re-orientate or better capture business and investor information.

The Action Plan does not therefore require extensive new capital or revenue funds in order to be successfully achieved. Indeed, where specific budget costs are identified these are for particular, discrete tasks such as the development and operation of a particular data system or website, or in the preparation of promotion and propositional tools as part of a wider communication and investment promotion programme.

DELIVERY STRUCTURES

Based on the assessment of the delivery options we recommend a co-operative and co-ordinated approach to business retention and inward investment activities within Brighton & Hove. This should be delivered by the City Council and must be recognised as being a dedicated team – and branded as such.

Where investment activities are currently provided these activities should remain within these organisations. This includes existing research gathering and the commercial property database.

Whilst there are clearly resource implications to the recommendations presented herein it is important to note the clear distinction in the role that the City Council could have in this process moving forwards.

BUSINESS RETENTION & INWARD INVESTMENT STRATEGY

1. IMPLEMENTATION AND ACTION PLAN

INTRODUCTION

1.1 This final section of the BRII Strategy and Implementation Plan addresses the implementation and actions needed to drive inward investment and business retention in future.

1.2 Brighton & Hove is a city of significant opportunity. It has in place a number of ‘cornerstones’ on which to base its future economic aspirations; albeit these in many cases are not being maximised at the current time.

1.3 The Brighton & Hove Economic Strategy *Raising our Game* (being prepared on behalf of the Brighton & Hove Economic Partnership) articulates these as being *the ingredients to develop a prosperous and sustainable knowledge economy*. These ‘ingredients’ are seen to include:

“…*good connections to London and Gatwick Airport, a well educated resident population and the sense that it’s the kind of place you actually want to spend time which attracts more and more visitors and people who want to live and work here and also start businesses.*” (pp 21)

1.4 This BRII Strategy and Implementation Plan has also identified the importance of the existing Brighton & Hove ‘brand’ – with the City being one of the few in the South East, and indeed nationally, that has a name and reputation that is known internationally.

1.5 Brighton & Hove has a sizeable and evident entrepreneurial spirit across a range of business commercial sectors, including social enterprises that hold a specific potential for the local economy moving forwards. The significance of the two Universities in this context cannot be underestimated – in terms of provider of skills and training, fostering new business creation and development, alignment with key sectors, and funding attractors.

1.6 Within the BRII Strategy and Implementation Plan a number of the sectoral strengths that have been identified, including those that show signs of being dynamic, are national / regional sectors that illustrate alignment with the local economic characteristics within Brighton & Hove. These present opportunities alongside sectors that show local concentrations at the current time (in business or employment terms).

1.7 These ‘key priority sectors’ include: Creative Industries; High Technology Manufacturing (specifically relating to Publishing and Printing, and Media Recording); and Computer Related Activities. In addition, opportunity has been identified to attract inward investment within the Health and ‘Environmental Technologies’ sectors.

1.8 Any future efforts towards business retention and inward investment in Brighton & Hove should look to align with, and where possible maximise the potential of, these identified opportunities as the ‘cornerstones’ of the economy in the future.

1.9 There is no need for Brighton & Hove to ‘reinvent’ itself in this context. Indeed in most cases it is the extent to which these ‘cornerstones’ are promoted and articulated that is constraining the potential of the economy to retain activity and investment, albeit this is set in the context of the need to provide an appropriate and sufficient quantum and type of premises and land to facilitate development and occupation within the city.

1.10 Fundamentally Brighton & Hove needs to maximise the benefits associated with its strong entrepreneurial and start up culture that is so evident within the local economy. Essential to this is identification and development of sufficient and appropriate start-up and grow-on business floorspace, alongside appropriate business support (including marketing, business planning, financial and legal advice, recruitment etc), that will facilitate growth of small indigenous businesses (in terms of their employment base and contribution to the local economy in terms of turnover).

STRATEGIC AIMS

1.11 The following hierarchy of strategic aims will shape the implementation actions for the BRII Strategy:

- **Retain existing businesses**: The retention of existing businesses is the most important strategic aim. The rapidly deteriorating economic climate and changes in the individual markets of businesses means that the role of existing businesses within an economy is more important than ever. Retaining existing business is a key local challenge for Brighton & Hove, and supporting businesses to overcome challenges, must be of the highest priority for all stakeholders.
- **Facilitate indigenous business growth**: Helping businesses to grow, thrive and invest in their existing location, or on an alternative site within the local area, is the ‘easiest’ way of securing investment for Brighton & Hove. Re-invested earnings in FDI flows account for an estimated 30% of worldwide FDI flows. This is a clear sign of the importance of supporting indigenous growth. Converting the

significant number of business start-ups to *established* and *growing* businesses is a key strategic aim.

- **Attract new inward investment**: There is an identified need at the regional and local level to increase new business inward investment. Brighton & Hove need to ensure a step-change, reducing the gap with South East regional economic performance. In this context, attracting new inward investment is an explicit priority, although given the existing economic climate this is a more realistic long term priority.

STRATEGIC OBJECTIVES

1.12 Two Strategic Objectives are derived from the Strategic Aims for business retention and inward investment in Brighton & Hove:

SO3. Establish the appropriate organisational structures and systems to deliver the Cross-cutting business retention and inward investment actions identified.

SO4. Take a sector specific approach to business retention and inward investment focusing efforts and resources on growing and future emerging sectors.

CROSS CUTTING ACTIONS

1.13 Brighton & Hove City Council has a relatively good track record in business retention and attracting inward investment, especially given the limited resources available dedicated to this activity. Building on the existing strengths and continuing the work that has been undertaken so far in making Brighton & Hove a highly visible business location.

1.14 Despite the good work undertaken by individual organisations and the good results achieved there is a lack of coordination and a need for a more focussed and proactive approach to ensuring business retention and attracting inward investment in Brighton & Hove.

1.15 A series of strategic business retention and inward investment cross-cutting actions are proposed. These are pre-requisites for success across **all** business sectors. The cross cutting actions are summarised overleaf.

Table 1 - Cross Cutting Actions

CROSS-CUTTING ACTIONS	REASON
1. INVESTMENT PROMOTION	
1A. INVESTOR SERVICING	APPROPRIATE AND SUFFICIENT SUPPORT TO EXISTING BUSINESSES AND POTENTIAL INVESTORS INCLUDING INFORMATION AND PRIORITISATION OF RESPONSE – A ONE-STOP-SHOP SOLUTION ADDRESSING ISSUES AND MAXIMISING OPPORTUNITIES FOR INVESTMENT IN THE FUTURE.
1B. SITE DATABASE	EASILY AND CLEARLY ACCESSIBLE AND UP-TO-DATE INFORMATION ON SITE AND PREMISES AVAILABILITY IS VITAL TO FACILITATE INVESTMENT – SITES AND PREMISES ARE KEY CONSIDERATIONS FOR POTENTIAL INVESTORS IN MAKING LOCATIONAL DECISIONS.
1C. IMAGE BUILDING	DEVELOPING AND ARTICULATING THE RIGHT IMAGE FOR A LOCATION CREATES POSITIVE AWARENESS AS A PLACE FOR INVESTORS.
1D. INVESTMENT GENERATION	TARGETING OF COMPANIES OR SECTORS CAN HELP TO MAXIMISE THE POTENTIAL INVESTMENT OPPORTUNITIES.
2. RESEARCH, FORESIGHT & INTELLIGENCE	SUFFICIENT (SCOPE AND DEPTH) INFORMATION TO SUPPORT WIDER BUSINESS RETENTION AND INWARD INVESTMENT PROSPECTS, INCLUDING UNDERSTANDING RISK AND OPPORTUNITY AND KNOWLEDGE OF APPROPRIATE RESPONSE. SHOULD BE A BALANCE BETWEEN PRO-ACTIVE AND REACTIVE RESEARCH, FORESIGHT AND INTELLIGENCE.
3. AFTERCARE	APPROPRIATELY TARGETED AFTERCARE WILL ENSURE THE RETENTION AND POTENTIAL FUTURE ADDITIONAL INVESTMENT OF EXISTING KEY COMPANIES (KEY IN TERMS OF SCALE AND CONTRIBUTION TO THE LOCAL ECONOMY).
4. INVESTMENT ENVIRONMENT DEVELOPMENT	DELIVERY OF APPROPRIATE SKILLS, SITES AND PREMISES, INFRASTRUCTURE, AND OTHER PHYSICAL COMPONENTS IS ESSENTIAL. IN INWARD INVESTMENT TERMS THESE ARE NORMALLY ‘ASSUMED’ TO BE IN PLACE BY POTENTIAL INVESTORS (I.E. THEY ARE ‘GIVENS’).
5. PERFORMANCE MEASUREMENT	IMPORTANT COMPONENT IN APPLYING FOR AND GAINING FUNDING, DETERMINANT OF BONUSES / SALARY ‘ADD-ONS’ IN SOME CASES, AND POTENTIAL TOOL FOR MANAGERIAL DECISIONS.

SHORT TERM ACTIONS

1.16 The short term cross-cutting actions are needed to provide an improved series of systems and processes for business retention and inward investment for the City Council, Brighton & Hove Economic Partnership as the principal organisations leading these activities. The key requirements are for a more effective set of tools to collate, manage and utilise information and a performance framework that captures effectively all of the efforts and successes achieved. Key outcomes will be:

- Effective procedures for joint working and knowledge sharing between Council, Economic Partnership and other partners;
- Development of effective and coherent systems that record and capture investor pre and aftercare and support activities;
- Comprehensive suite of site database, proposition marketing and promotional materials as the basic tools for business retention and inward investment;
- Comprehensive programme of outward promotion through events, exhibitions and direct contacts;
- Performance targets to measure activities, return on resources expended and critically to allow identification of successful business retention and inward investment.

1.17 The following matrix schedule sets out the specific short term activities related to each of the Cross-cutting actions. **The short term period is defined as 1-3 years**. The organisation acronyms used in the tables are BHCC (Brighton & Hove City Council); BHEP (Brighton & Hove Economic Partnership); and SEEDA (South East Regional Development Agency).

Table 2 – Short Term Action Plan

ACTIVITY	LEAD ORGANISATION	CO-ORDINATE WITH / CONTRIBUTION BY
1. INVESTMENT PROMOTION 1A. INVESTOR SERVICING		
ESTABLISH SERVICING STANDARDS	BHCC	BHEP
DEVELOP, MAINTAIN AND EXTEND SERVICING INFORMATION NETWORKS	BHCC	BHEP
RESPOND TO ENQUIRIES – WRITTEN, TELEPHONE, ELECTRONIC, PERSONAL	BHCC	
ESTABLISH INVESTOR TRACKING SYSTEM	BHCC	BHEP, SEEDA
DEVELOP PROFORMA INVESTMENT PROPOSITION PRESENTATIONS, WRITTEN AND VERBAL	BHCC	BHEP
SYSTEMATICALLY FOLLOW UP ON ENQUIRIES	BHCC	
ARRANGE VISITS AND ACCOMPANY VISITORS	BHCC	BHEP
SYSTEMATICALLY FOLLOW UP ON VISITS	BHCC	
RECORD STATISTICS FOR PERFORMANCE MEASUREMENT	BHCC	BHEP, SEEDA
1B. SITE DATABASE		
MAINTAIN AND EXTEND SITE DATABASE	BHCC	SEEDA
MAINTAIN NETWORKS FOR SOURCING AND MAINTAINING SITE AND PROPERTY INFORMATION	BHCC	BHEP, SEEDA
MAINTAIN SYSTEMS FOR THE EFFICIENT DISSEMINATION OF SITE AND PROPERTY INFORMATION	BHCC	
PRODUCE INVESTMENT SERVICING INFORMATION AS REQUIRED	BHCC	
1C. IMAGE BUILDING		
CO-ORDINATE AND ALIGN COMMUNICATIONS STRATEGIES AND GAIN AGREEMENT OF STAKEHOLDERS. THIS SHOULD BUILD ON THE EXISTING COMMUNICATIONS STRATEGIES BY THE CITY COUNCIL, BRIGHTON & HOVE ECONOMIC PARTNERSHIP AND SEEDA	BHCC	BHEP, SEEDA
DEVELOP CO-ORDINATED ANNUAL, TARGETED EVENT PROGRAMME BETWEEN THE MAIN STAKEHOLDERS, INCLUDING MAJOR MEDIA COVERAGE	BHEP	BHCC
DEVELOP, MAINTAIN AND EXTEND MEDIA CONTACT DATABASE,	BHEP	BHCC

ACTIVITY	LEAD ORGANISATION	CO-ORDINATE WITH / CONTRIBUTION BY
LOCAL, NATIONAL, INTERNATIONAL		
UPDATE AND IMPROVE ACCESSIBILITY OF WEBSITE, INCLUDING MAINTENANCE	BHCC	
REGULAR ISSUE OF PRESS RELEASES CO-ORDINATED BETWEEN THE CITY COUNCIL, ECONOMIC PARTNERSHIP AND SEEDA	BHCC	BHEP, SEEDA
REVIEW AND RESPOND TO OPPORTUNITIES FOR BUSINESS RETENTION AND INWARD INVESTMENT PUBLICITY FOR BRIGHTON & HOVE IN A CO-ORDINATED MANNER	BHCC	BHEP
REVIEW EXISTING PROMOTIONAL, PROPOSITION AND SUPPORTING INWARD INVESTMENT MATERIALS AND PLAN ROLLING 18 MONTH IMPROVEMENT PROGRAMME	BHCC	BHEP
PRODUCE NEW PROMOTIONAL MATERIALS AS REQUIRED	BHCC	BHEP
MAINTAIN CLOSE FEEDBACK AND PERFORMANCE LIAISON WITH INVESTMENT SERVICING STAFF	BHCC	BHEP
1D. INVESTMENT GENERATION		
ESTABLISH AND PLAN ACTIVITIES FOR AN ANNUAL BUSINESS RETENTION AND INVESTMENT EXHIBITION AND EVENTING PROGRAMME (IDENTIFYING MAJOR OPPORTUNITIES AND RESOURCES NECESSARY TO MAXIMISE OUTCOMES FROM ATTENDANCE AND PARTICIPATION AT SUCH EVENTS)	BHCC	BHEP
DEVELOP, MAINTAIN AND EXTEND GENERAL MULTIPLIER DATABASE	BHCC	BHEP, SEEDA
DEVELOP, MAINTAIN AND EXTEND SECTORAL MULTIPLIER DATABASE	BHCC	BHEP, SEEDA
PLAN MULTIPLIER CONTACT PROGRAMME	BHCC	BHEP
IMPLEMENT EXHIBITION AND EVENTING PROGRAMME, INCLUDING STRUCTURED PERFORMANCE AND OUTCOMES ASSESSMENT	BHCC	BHEP
IMPLEMENT MULTIPLIER CONTACT PROGRAMME	BHCC	BHEP
INITIATE CONTACTS BASED ON AFTERCARE FEEDBACK	BHCC	BHEP
MAINTAIN CLOSE FEEDBACK AND PERFORMANCE LIAISON WITH INVESTMENT SERVICING STAFF	BHCC	BHEP
ESTABLISH PLAN FOR FUTURE, LIMITED, DIRECT MARKETING ACTIVITIES	BHCC	BHEP, SEEDA

ACTIVITY	LEAD ORGANISATION	CO-ORDINATE WITH / CONTRIBUTION BY
2. RESEARCH, FORESIGHT & INTELLIGENCE		
EXTEND AND DEVELOP INVESTMENT SERVICING INFORMATION DATABASE	BHCC	BHEP
CARRY OUT FURTHER SECTOR RESEARCH FOR IDENTIFIED PRIORITY TARGET SECTORS COVERING:	BHCC	BHEP, SEEDA
➢ BACKGROUND AND CURRENT/FUTURE BUSINESS TRENDS (INCLUDING DRIVING FORCES AND CHALLENGES FACED)		
➢ BRIGHTON & HOVE STRENGTHS		
➢ EXISTING COMPANIES IN BRIGHTON & HOVE		
➢ FURTHER SPECIFIC OPPORTUNITIES IN BRIGHTON & HOVE (INCLUDING SUPPLY CHAIN AND PROCUREMENT ADVICE FOR SMALL FIRMS)		
➢ IDENTIFICATION OF TARGET COMPANIES FOR INVESTMENT GENERATION ACTIVITIES		
MONITOR LOCAL, NATIONAL AND INTERNATIONAL INVESTMENT TRENDS	BHEP	BHCC, SEEDA
MONITOR AND ASSESS COMPETITOR LOCATION ACTIVITIES	BHEP	BHCC
3. AFTERCARE		
DEVELOP GUIDELINES FOR VISITS AND CONTACTS TO EXISTING INVESTORS	BHCC	
DEVELOP, MAINTAIN AND EXTEND CATEGORISED DATABASE OF EXISTING INVESTORS	BHCC	BHEP, SEEDA
DEVELOP AND MANAGE AFTERCARE PROGRAMME (SEE SUB-SECTION BELOW)	BHCC	BHEP, SEEDA
CARRY OUT AND RECORD AFTERCARE VISITS AND CONTACTS	BHCC	BHEP, SEEDA
DISTRIBUTE INFORMATION GATHERED TO ALL OTHER RELEVANT DEPARTMENTS AND STAKEHOLDERS	BHCC	
FORMAL QUARTERLY REVIEW OF AFTERCARE PROGRAMME	BHCC	BHEP
4. INVESTMENT ENVIRONMENT DEVELOPMENT		
DEVELOP AND MAINTAIN NETWORK OF CONTACTS FOR:	BHCC	BHEP
• LAND AND PROPERTY (INCLUDING UNDERSTANDING OF RENT REVIEW AND LEASE BREAK CLAUSE DATES AS KEY TRIGGERS FOR RE-LOCATION/INVESTMENT DECISION MAKING)		LOCAL AGENTS, LANDOWNERS AND

ACTIVITY	LEAD ORGANISATION	CO-ORDINATE WITH / CONTRIBUTION BY
		LANDLORDS
• UTILITIES		UTILITY PROVIDERS
• SKILLS, EDUCATION AND TRAINING		COLLEGES, UNIVERSITIES, MEDICAL SCHOOL, LSC, JC+
• COMMUNICATIONS		UTILITY PROVIDERS
• TRANSPORTATION		PUBLIC TRANSPORT OPERATORS (RAIL, BUS, AIR)
• TELECOMMUNICATIONS		UTILITY PROVIDERS, WIRED SUSSEX
• DEVELOPERS		DEVELOPER FORUM
• LEISURE AND LIFESTYLE		
FORMALLY OBTAIN FEEDBACK ON THE BRIGHTON & HOVE INVESTMENT ENVIRONMENT THROUGH INVESTMENT SERVICING AND AFTERCARE STAKEHOLDERS	BHEP	BHCC, SEEDA
WORK TO IMPROVE THE INVESTMENT ENVIRONMENT THROUGH THE ADVOCACY OF A PROGRAMME OF QUALITY OF PLACE CHANGE AND THROUGH THE INVOLVEMENT OF APPROPRIATE AUTHORITIES	BHCC	BHEP, SEEDA
CARRY OUT AN ANNUAL SURVEY OF EXISTING INVESTORS, INCLUDING POTENTIAL 'MEET THE BUYER' EVENTS TO PROMOTE SUPPLY CHAIN LINKAGES	BHEP	BHCC
5. PERFORMANCE MEASUREMENT		
SET OVERALL TARGETS FOR NUMBER OF INVESTMENTS, NUMBER OF EXPANSIONS, AMOUNT OF INVESTMENT, NUMBER OF JOBS, NUMBER OF VISITS, NUMBER OF ENQUIRIES. THIS SHOULD BE IN ACCORDANCE WITH LOCAL AREA AGREEMENT TARGETS SET FOR BRIGHTON & HOVE	BHCC	BHEP

ACTIVITY	LEAD ORGANISATION	CO-ORDINATE WITH / CONTRIBUTION BY
SET AND AGREE ACTIVITY TARGETS (E.G. NUMBER OF EVENTS ATTENDED, NUMBER OF BROCHURES PRODUCED, NUMBER OF ARTICLES PLACED, ETC.)	BHCC	BHEP
ESTABLISH A PERFORMANCE MONITORING AND UPDATE SYSTEM FOR TARGETS AND ACTIVITIES	BHCC	BHEP
GATHER AND RECORD PERFORMANCE STATISTICS	BHCC	BHEP, SEEDA
DISTRIBUTE STATISTICS ON A MONTHLY BASIS	BHCC	
REVIEW QUARTERLY	BHCC	BHEP, SEEDA

MEDIUM TERM ACTIONS

1.18 The medium term cross-cutting actions represent a period of consolidation and stability in the provision of business retention and inward investment services. The activities are therefore aligned towards the expansion of the short term actions for each type of activity allowing greater depth and extent of business retention and inward investment activities to be undertaken. Key outcomes in this period will be:

- Active and continued use of gathered research information to provide an intelligence and foresight base allowing proactive, targeted support and intervention in key business sectors and the identification of emerging trends;
- Expanded programmes of outward promotion through events, exhibitions and direct contacts;
- An effective aftercare and feedback process that assists in driving the future communication and promotion strategy;
- Performance management systems that are able to demonstrate and articulate business retention and inward investment successes in almost ‘real-time’, driving more ambitious and focused business retention and investment targets.

1.19 The following matrix schedule sets out the specific medium term activities related to each of the Cross-cutting actions. **The medium term period is defined as 4-8 years**.

Table 3 – Medium Term Action Plan

1. INVESTMENT PROMOTION 1A. INVESTOR SERVICING		
RESPOND TO ENQUIRIES – WRITTEN, TELEPHONE, ELECTRONIC, PERSONAL	BHCC	
RECORD ALL ENQUIRIES ON AN INVESTOR TRACKING SYSTEM	BHCC	
ARRANGE VISITS AND ACCOMPANY VISITORS	BHCC	BHEP
SYSTEMATICALLY FOLLOW UP ON VISITS	BHCC	
REVIEW SERVICING STANDARDS	BHCC	
MAINTAIN AND EXTEND INFORMATION NETWORKS	BHCC	BHEP
IMPROVE AND UPDATE WRITTEN AND VERBAL INVESTMENT PROPOSITION PROFORMA PRESENTATIONS , POTENTIAL TO MAKE THIS SECTOR SPECIFIC	BHCC	BHEP
SYSTEMATICALLY FOLLOW UP ON ENQUIRIES	BHCC	
RECORD STATISTICS FOR PERFORMANCE MEASUREMENT	BHCC	BHEP, SEEDA
1B. SITE DATABASE		
MAINTAIN SITE DATABASE	BHCC	SEEDA
MAINTAIN NETWORKS FOR SOURCING AND MAINTAINING SITE AND PROPERTY INFORMATION	BHCC	BHEP, SEEDA
MAINTAIN ESTABLISHED SYSTEMS FOR THE EFFICIENT DISSEMINATION OF SITE AND PROPERTY INFORMATION	BHCC	
PRODUCE INVESTMENT SERVICING INFORMATION AS REQUIRED	BHCC	
1C. IMAGE BUILDING		
REVIEW COMMUNICATIONS STRATEGY	BHCC	BHEP, SEEDA
ASSESS EFFECTIVENESS OF IMAGE BUILDING AND INVESTMENT GENERATION ACTIVITIES	BHCC	BHEP
ASSESS AND UPDATE ANNUAL, TARGETED EVENT PROGRAMME, INCLUDING MAJOR MEDIA COVERAGE	BHCC	BHEP
MAINTAIN AND EXTEND MEDIA CONTACT DATABASE, FOR LOCAL, NATIONAL AND INTERNATIONAL MEDIA	BHEP	BHCC

MAINTAIN AND IMPROVE WEBSITE	BHCC	
REGULAR ISSUE OF PRESS RELEASES	BHCC	BHEP, SEEDA
CONTINUE TO REVIEW AND RESPOND TO OPPORTUNITIES FOR BUSINESS RETENTION AND INWARD INVESTMENT PUBLICITY FOR BRIGHTON & HOVE IN A CO-ORDINATED MANNER	BHCC	BHEP
REVIEW EFFECTIVENESS AND CURRENCY OF EXISTING BUSINESS RETENTION AND INVESTMENT PROMOTIONAL MATERIALS AND MAKE UPDATES/REFRESH AS APPRORPRIATE	BHCC	BHEP
MAINTAIN CLOSE FEEDBACK AND PERFORMANCE LIAISON WITH INVESTMENT SERVICING STAFF	BHCC	BHEP
1D. INVESTMENT GENERATION		
REVIEW AND UPDATE ANNUAL EXHIBITION/EVENTING ATTENDANCE AND PARTICIPATION PROGRAMME. EXAMINE OUTCOMES AND VALUE FOR MONEY RETURNS ACHIEVED	BHCC	BHEP
MAINTAIN AND EXTEND GENERAL MULTIPLIER DATABASE	BHCC	BHEP, SEEDA
MAINTAIN AND EXTEND SECTORAL MULTIPLIER DATABASE	BHCC	BHEP, SEEDA
UPDATE AND CONTINUE TO IMPLEMENT THE MULTIPLIER CONTACT PROGRAMME	BHCC	BHEP
CONTINUE TO INITIATE CONTACTS BASED ON AFTERCARE FEEDBACK	BHCC	BHEP
MAINTAIN CLOSE FEEDBACK AND PERFORMANCE LIAISON WITH INVESTMENT SERVICING STAFF	BHCC	BHEP
PREPARE AND UNDERTAKE LIMITED DIRECT MARKETING ACTIVITIES	BHCC	BHEP, SEEDA
2. RESEARCH, FORESIGHT AND INTELLIGENCE		
MAINTAIN AND EXTEND INVESTMENT SERVICING INFORMATION DATABASE	BHCC	BHEP
UPDATE ONGOING SECTOR SPECIFIC RESEARCH FOR PRIORITY TARGET SECTORS	BHCC	BHEP, SEEDA
MONITOR LOCAL, NATIONAL AND INTERNATIONAL INVESTMENT TRENDS	BHEP	BHCC, SEEDA
MONITOR AND ASSESS COMPETITOR LOCATION ACTIVITIES AND ESTABLISH ACTIONS TO RAISE BRIGHTON & HOVE'S COMPETITIVE EDGE	BHEP	BHCC

3. AFTERCARE		
REVIEW GUIDELINES FOR VISITS AND CONTACTS TO EXISTING INVESTORS	BHCC	
MAINTAIN AND EXTEND DATABASE OF EXISTING INVESTORS	BHCC	BHEP, SEEDA
DEVELOP AND MANAGE AFTERCARE PROGRAMME (SEE SUB-SECTION BELOW)	BHCC	BHEP, SEEDA
CARRY OUT AND RECORD AFTERCARE VISITS AND CONTACTS	BHCC	BHEP, SEEDA
CONTINUE TO DISTRIBUTE INFORMATION GATHERED TO ALL OTHER RELEVANT DEPARTMENTS AND STAKEHOLDERS	BHCC	
REVIEW AFTERCARE PROGRAMME AND EFFECTIVENESS/TIMELINESS OF QUARTERLY REVIEW OF PROGRAMME	BHCC	BHEP
4. INVESTMENT ENVIRONMENT DEVELOPMENT		
MAINTAIN AND EXTEND NETWORK OF CONTACTS	BHCC	OTHER STAKEHOLDERS AS IDENTIFIED IN SHORT TERM ACTIVITIES
FORMALLY OBTAIN FEEDBACK ON THE INVESTMENT ENVIRONMENT FROM INVESTMENT SERVICING, AFTERCARE AND OTHER STAKEHOLDERS	BHEP	BHCC, SEEDA
CONTINUE WORK TO IMPROVE THE INVESTMENT ENVIRONMENT THROUGH THE ADVOCACY OF NEW DEVELOPMENT PROJECTS, REGENERATION INITIATIVES AND QUALITY OF PLACE INTERVENTIONS.	BHCC	BHEP, SEEDA
CARRY OUT AN ANNUAL SURVEY OF EXISTING INVESTORS	BHEP	BHCC
5. PERFORMANCE MEASUREMENT		
REVIEW AND SET NEW OVERALL TARGETS - NUMBER OF INVESTMENTS, NUMBER OF EXPANSIONS, AMOUNT OF INVESTMENT, NUMBER OF JOBS, NUMBER OF VISITS, NUMBER OF ENQUIRIES	BHCC	BHEP
SET AND AGREE NEW, UPDATED ACTIVITY TARGETS	BHCC	BHEP
GATHER AND RECORD PERFORMANCE STATISTICS	BHCC	BHEP

CONTINUED MONTHLY DISTRIBUTION OF STATISTICS	BHCC	
REVIEW QUARTERLY	BHCC	BHEP, SEEDA

LONG TERM ACTIONS

1.20 The long term cross-cutting actions are designed to take Brighton & Hove to the leading edge of inward investment in terms of co-ordinated and effective processes and targeted activities. All of the basic systems and processes will be well embedded and the performance measurement system coupled with active research, foresight and intelligence will have driven targeted business retention and investment efforts. Key outcomes in the long term are:

- An evolution of the city's business proposition founded on sustained success and continued delivery of improvements to the investment environment through place-making and regeneration initiatives;
- A focus on extending and developing the specific sectors the Brighton & Hove actively chooses to have form part of its economy through proactive placement of the business proposition and active management.

1.21 The following matrix schedule sets out the specific long term activities related to each of the Cross-cutting actions. **The long term period is defined as more than nine years**.

Table 4 – Long Term Actions

1. INVESTMENT PROMOTION 1A. INVESTOR SERVICING		
CONTINUED PROVISION OF THE BUSINESS INVESTOR 'ONE STOP SHOP' APPROACH INCLUDING INVESTOR TRACKING, SERVICING REVIEW AND FOLLOW-UP OF ENQUIRIES AND STATISTICAL RECORDING	BHCC	BHEP
COMPLETE REFRESH OF INVESTMENT PROPOSITION PROFORMA PRESENTATIONS	BHCC	BHEP
1B. SITE DATABASE		
CONTINUED MAINTENANCE OF THE SITE DATABASE AND INFORMATION SOURCING AND DISSEMINATION NETWORKS	BHCC	SEEDA
1C. IMAGE BUILDING		
CONTINUED REVIEW OF COMMUNICATIONS STRATEGY AND TARGETED EVENTING PROGRAMME INCLUDING ITS EFFECTIVENESS AND USE	BHCC	BHEP, SEEDA
DEVELOP AND RUN BRIGHTON & HOVE'S OWN BUSINESS INWARD INVESTMENT CONFERENCE/CONVENTION UTILISING THE EVOLVED BRIGHTON BRAND AS A KEY ATTRACTION TO BUSINESSES TO ATTEND. BRIGHTON & HOVE COULD TAKE A MAJOR ROLE IN PROMOTING BUSINESS INWARD INVESTMENT IN THE SOUTH EAST REGION AS ONE OF THE PRINCIPAL URBAN CENTRES AND ECONOMIC POWERHOUSES	BHCC	BHEP, SEEDA, CENTRAL GOVERNMENT (DBERR OR SUCCESSOR)
1D. INVESTMENT GENERATION		
REVIEW AND UPDATE ANNUAL EXHIBITION/EVENTING ATTENDANCE AND PARTICIPATION PROGRAMME. EXAMINE OUTCOMES AND VALUE FOR MONEY RETURNS ACHIEVED	BHCC	BHEP
MAINTAIN AND EXTEND GENERAL AND SECTORAL MULTIPLIER DATABASES AND CONTACT PROGRAMMES	BHCC	BHEP, SEEDA
CONTINUED LIMITED, DIRECT MARKETING ACTIVITIES TARGETED SPECIFICALLY TO EMERGING SECTORS BASED ON RESEARCH, FORESIGHT AND INTELLIGENCE	BHCC	BHEP, SEEDA
2. RESEARCH, FORESIGHT AND INTELLIGENCE		
MAINTAIN AND EXTEND INVESTMENT SERVICING INFORMATION DATABASE	BHCC	BHEP

CONTINUE TO MONITOR LOCAL, NATIONAL AND INTERNATIONAL INVESTMENT TRENDS AND UNDERTAKE SECTOR SPECIFIC RESEARCH AND INTELLIGENCE WORK	BHEP	BHCC, SEEDA
RE-ASSESS WHO ARE NOW COMPETITOR LOCATIONS AND THEIR ACTIVITIES. ESTABLISH A NEW PROGRAMME TO OVERTAKE IDENTIFIED COMPETITOR LOCATIONS IN LINE WITH BRIGHTON & HOVE'S ECONOMIC STRATEGY	BHEP	BHCC
3. AFTERCARE		
CONTINUE AFTERCARE ACTIVITIES INCLUDING EXISTING INVESTOR DATABASE, AFTERCARE PROGRAMME AND REVIEW OF INFORMATION	BHCC	
4. INVESTMENT ENVIRONMENT DEVELOPMENT		
FOCUS EFFORTS ON ENSURING THE ECONOMIC AND BUSINESS ENVIRONMENT IS A PRINCIPAL ELEMENT OF ALL REGENERATION, DEVELOPMENT AND RENEWAL PROJECTS WITHIN THE CITY	BHCC	BHEP, SEEDA
IDENTIFY CRITICAL NEW DEVELOPMENT OPPORTUNITIES AND REGENERATION INTERVENTIONS TO FURTHER ENHANCE AVAILABILITY OF BUSINESS FLOORSPACE AND PREMISES AND CLUSTERING OPPORTUNITIES FOR BUSINESSES. THIS SHOULD BE WRAPPED INTO WIDER QUALITY OF LIFE/PLACE INTERVENTIONS BUILDING ON THE CURRENT PROGRAMME OF REGENERATION ACTIVITIES (2008) AND SUPPORTED BY NEW/REVISED POLICIES IN THE LOCAL DEVELOPMENT FRAMEWORK DPDS	BHCC	BHEP, SEEDA
CONTINUE TO CARRY OUT AN ANNUAL SURVEY OF EXISTING INVESTORS	BHEP	BHCC
5. PERFORMANCE MEASUREMENT		
CONTINUE TO REVIEW AND SET NEW OVERALL TARGETS - NUMBER OF INVESTMENTS, NUMBER OF EXPANSIONS, AMOUNT OF INVESTMENT, NUMBER OF JOBS, NUMBER OF VISITS, NUMBER OF ENQUIRIES	BHCC	BHEP
CONTINUE TO DISTRIBUTE STATISTICS ON A MONTHLY BASIS AND REVIEW QUARTERLY	BHCC	BHEP, SEEDA

AFTERCARE FRAMEWORK

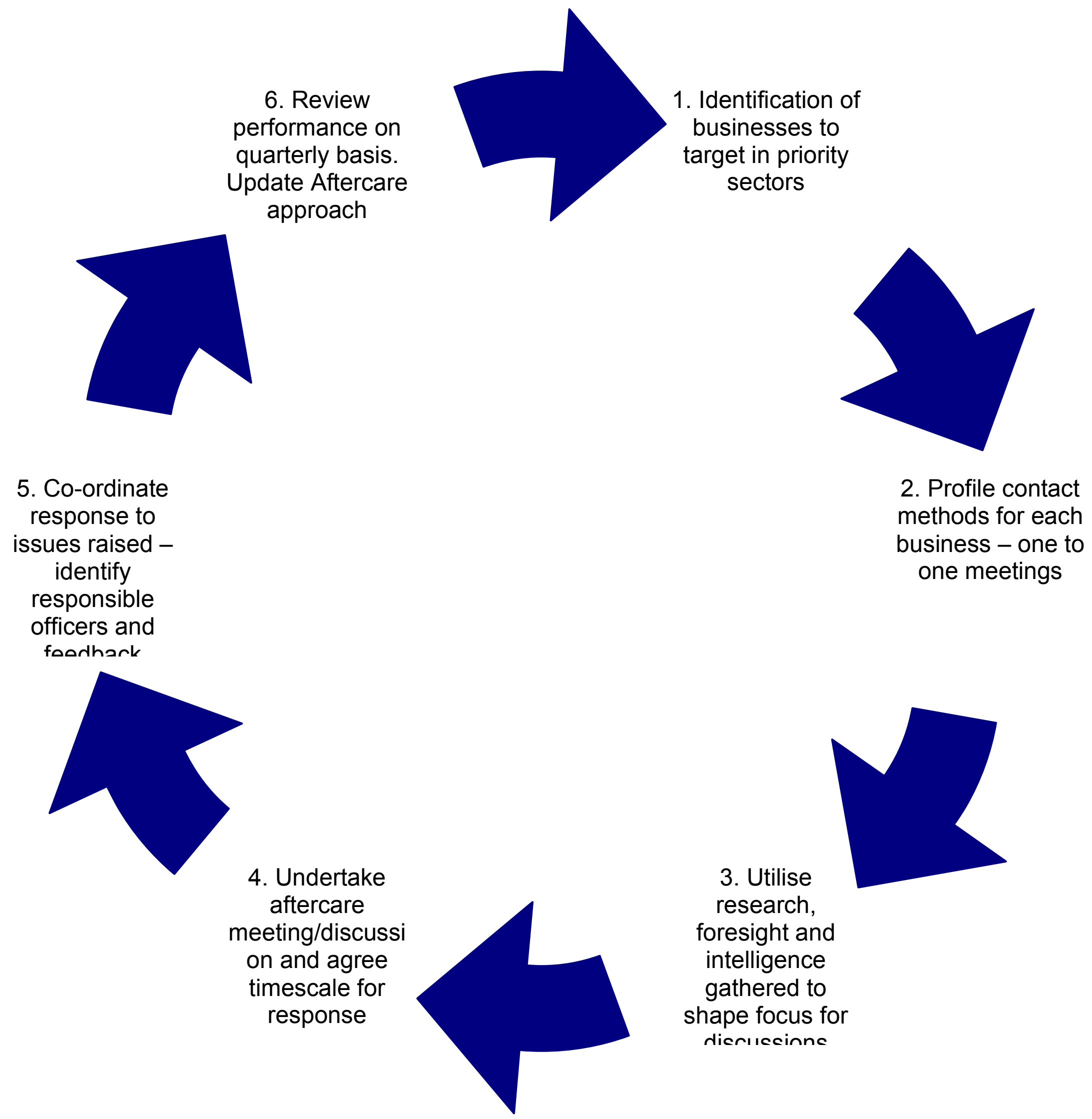
1.22 The Aftercare Framework is designed to ensure that there is an excellent relationship and linkages established with Brighton & Hove businesses. The Aftercare Framework should be able to identify and resolve issues that those businesses raise that may otherwise restrain future growth, re-investment or ultimately cause the loss of the business from the city either externally or through financial failure. The importance of aftercare is confirmed by UNCTAD's World Investment Report (2007) which notes that retained profits now account for an estimated 30% of foreign direct investment inflows.

1.23 Refinement to current activity or potentially an additional Aftercare Manager is required at the local level to service existing businesses and liaise with the activities being undertaken at the strategic level by SEEDA. This position should be provided with a budget to operate the Aftercare Framework.

1.24 The Framework provides the structure and means to increase the quality of aftercare within the Brighton & Hove local economy across the business base (all sectors, not just priority ones). This post should be within the City Council. Working protocols will need to be established to agree roles and responsibilities between SEEDA, the City Council, and the Brighton & Hove Economic Partnership in this context.

1.25 The Aftercare Framework cycle is set out below. This is a systematic approach to the identification of business issues and challenges based on targeting those businesses within priority sectors first and foremost, but seeking to ensure that over a three year rolling programme that all businesses in the city that are either in priority economic sectors or are above 50 employees or more than £500,000 annual turnover are contacted.

Figure 1 - The Brighton & Hove Aftercare Programme Cycle



1.26 Taking each action in the Aftercare Cycle in turn, the work to be undertaken is as follows:

- **1. Targeting** – This BRII Strategy and Implementation Plan identifies the key business sectors that are priorities to target. Alongside the priority sectors, all businesses within Brighton & Hove should be targeted according to employee size (more than 50 employees); turnover (in excess of £500,000 per annum). This must be achieved in conjunction with SEEDA to ensure that there is no duplication of efforts, or obvious gaps in coverage.

- **2. Engagement methods** – utilising sector and business level research, each business to be targeted within the Aftercare Programme must be profiled. It is then essential to make initial contact to obtain a clear understanding of on what basis, frequency and method will the individual business wish to be engaged with. Different techniques will be required including a combination of contact forms such as one-on-one meetings, engagement via senior officers and Elected

Members, invitations to business development networking or social or sporting events. The Aftercare Programme must capture all of these requirements and expectations to co-ordinate activities effectively.

- **3. Shaping Aftercare Discussions** – there is a need to consider the structure and content for any aftercare contact. It will be important to understand the existing and potential future business needs (land, premises, skills, funding, legal support, business planning processes of each business if aftercare is to be effective.
- **4. Undertake Contact** – undertaking the contact through whichever means is most appropriate for that business is the critical action in the Aftercare Programme. The contact meeting/discussion must be structured to ensure that the targeted business has every opportunity to raise the issues it needs to and that this is swiftly followed up by a feedback note or minute of the discussions identifying what actions will be taken by the City Council to resolve issues and over what timescale. Follow-up meetings/discussions should be arranged at the same time and the Aftercare Programme database updated accordingly (including the note of what was discussed).
- **5. Co-ordinating Responses** – the ability to co-ordinate and deal with issues raised at the contact meeting is critical to the effectiveness of the Aftercare Programme. The response must identify the individuals to take responsibility for each issue and action required and to ensure that this is swiftly fed back to the business with the outcomes/resolution of the issue clearly identified. The original point of contact to original point of contact is preferential and more effective in co-ordinating responses.
- **6. Performance Review** – there is a need to monitor and review the Aftercare Programme on a regular, quarterly basis. This monitoring will inform the wider performance management of the BRII Strategy and Implementation Plan as well as inputting to research, foresight and intelligence activities. Performance review and the identification of common issues/themes raised by Brighton & Hove businesses may be brought together to evidence the need for particular development or regeneration initiatives or to form the basis for targeted business support or business development networking. The performance review should be undertaken in the form of a follow-on telephone call to the business coupled with an annual satisfaction survey (web or mail) of those with businesses within the Aftercare Programme.

1.27 The specific aftercare issues that will be most important for Brighton & Hove businesses are:

- Identification of suitable accommodation and premises and site specific issues related to their own current premises.

- The provision and adequacy of services such as parking, waste and recycling collection and communications infrastructure;
- Availability and links to obtaining employees with appropriate skills and experience;
- Availability and how to access business support and advisory services;
- The opportunity for businesses to become more engaged in established business networks;
- Clarification of the role of the City Council, Brighton & Hove Economic Partnership and other authorities and agencies engaged in the provision of business related services.
- Other issues that may be beneficial to raise will include the businesses own sentiment of market trading conditions and outlook as well as the reasons for their selection of Brighton & Hove as the preferred business investment location.

1.28 It is recommended that the City Council establish a clear schedule of business lease lengths including rent review periods and break clause dates. These are critical points for most businesses in making future plans for further investment, relocation or indeed to dispose of a particular asset as they represent opportunities to re-assess property and business requirements and fit these to business ambitions without financial penalty for breaking lease terms or covenants.

HEADLINE ACTION PLANS AND COSTS

1.29 The costs and resources required to implement this Action Plan are set out in the following tables for the short, medium and long term periods. The majority of the resource requirements identified are staff time inputs to develop and improve and extend existing activities and in some cases re-orientate or better capture business and investor information.

1.30 The Action Plan does not therefore require extensive new capital or revenue funds in order to be successfully achieved. Indeed, where specific budget costs are identified these are for particular, discrete tasks such as the development and operation of a particular data system or website, or in the preparation of promotion and propositional tools as part of a wider communication and investment promotion programme.

Table 5 – Overview Resources / Cost Range

Cross-Cutting Actions	Overview Resources / Cost Range
1. Investment Promotion	
1a. Investor Servicing	Mostly existing staff time and resources.
1b. Site Database	Existing staff time and resources.
1c. Image Building	Staff time and resources supported by project/task expenditure to develop eventing programme and communications/marketing proposition tools and web-site development.
1d. Investment Generation	Existing staff time and resources.
2. Research, Foresight & Intelligence	Existing staff time and resources, coupled with survey expenditure on an annual basis.
3. Aftercare	Existing staff time and resources.
4. Investment Environment Development	Existing staff time and resources.
5. Performance Measurement	Existing staff time and resources.

Table 6 - Short Term Action Plan Resource Implications

Activity	Lead Responsibility	Cost / Resource Range	Co-ordinate with / contribution by
1. INVESTMENT PROMOTION 1a. Investor Servicing			
Establish servicing standards	BHCC	Staff time	BHEP
Develop, maintain and extend servicing information networks	BHCC	Staff time	BHEP
Respond to enquiries – written, telephone, electronic, personal	BHCC	Staff time	
Establish Investor Tracking System	BHCC	£10,000	BHEP, SEEDA
Develop proforma investment proposition presentations, written and verbal	BHCC	£15-20,000	BHEP
Systematically follow up on enquiries	BHCC	Staff time	
Arrange visits and accompany visitors	BHCC	Staff time	BHEP
Systematically follow up on visits	BHCC	Staff time	
Record statistics for performance measurement	BHCC	Staff time	BHEP, SEEDA
1b. Site Database			
Maintain and extend site database	BHCC	Staff time	SEEDA
Maintain networks for sourcing and maintaining site and property information	BHCC	Staff time	BHEP, SEEDA
Maintain systems for the efficient dissemination of site and property information	BHCC	Staff time	
Produce Investment Servicing information as required	BHCC	Staff time	
1C. Image building			
Co-ordinate and align communications strategies and gain agreement of stakeholders. This should build on the existing communications strategies by the City Council, Brighton & Hove Economic Partnership and SEEDA	BHCC	Staff time	BHEP, SEEDA
Develop co-ordinated annual, targeted event programme between the main stakeholders, including major media coverage	BHEP	£10-£12,000	BHCC
Develop, maintain and extend media contact database, local, national, international	BHEP	£7,000	BHCC
Update and improve accessibility of website, including maintenance	BHCC	£5-10,000	
Regular issue of press releases co-ordinated between the City Council, Economic Partnership and SEEDA	BHCC	Staff time	BHEP, SEEDA
Review and respond to opportunities for business retention and inward investment publicity for Brighton & Hove in a co-ordinated manner	BHCC	Staff time	BHEP
Review existing promotional, proposition and supporting inward investment materials and plan rolling 18 month improvement programme	BHCC	Staff time	BHEP
Produce new promotional materials as required	BHCC	£15-25,000	BHEP
Maintain close feedback and performance liaison with Investment Servicing staff	BHCC	Staff time	BHEP
1d. Investment Generation			

Activity	Lead Responsibility	Cost / Resource Range	Co-ordinate with / contribution by
Establish and plan activities for an annual business retention and investment exhibition and eventing programme (identifying major opportunities and resources necessary to maximise outcomes from attendance and participation at such events)	BHCC	Staff time	BHEP
Develop, maintain and extend general multiplier database	BHCC	Staff time	BHEP, SEEDA
Develop, maintain and extend sectoral multiplier database	BHCC	Staff time	BHEP, SEEDA
Plan multiplier contact programme	BHCC	Staff time	BHEP
Implement exhibition and eventing programme, including structured performance and outcomes assessment	BHCC	£30-£50,000	BHEP
Implement multiplier contact programme	BHCC	Staff time	BHEP
Initiate contacts based on aftercare feedback	BHCC	Staff time	BHEP
Maintain close feedback and performance liaison with Investment Servicing staff	BHCC	Staff time	BHEP
Establish plan for future, limited, direct marketing activities	BHCC	Staff time	BHEP, SEEDA
2. Research, Foresight & intelligence			
Extend and develop Investment Servicing information database	BHCC	Staff time	BHEP
Carry out further sector research for identified priority target sectors covering: ➢ Background and current / future business trends (including driving forces and challenges faced) ➢ Brighton & Hove strengths ➢ Existing companies in Brighton & Hove ➢ Further specific opportunities in Brighton & Hove (including supply chain and procurement advice for small firms)	BHCC	£20-£30,000	BHEP, SEEDA
Monitor local, national and international investment trends	BHEP	£10-£15,000	BHCC, SEEDA
Monitor and assess competitor location activities	BHEP	£10,000	BHCC
3. Aftercare			
Develop guidelines for visits and contacts to existing investors	BHCC	Staff time	
Develop, maintain and extend categorised database of existing investors	BHCC	Staff time	BHEP, SEEDA
Develop and manage aftercare programme (see sub-section below)	BHCC	Staff time	BHEP, SEEDA
Carry out and record aftercare visits and contacts	BHCC	Staff time	BHEP, SEEDA
Distribute information gathered to all other relevant departments and stakeholders	BHCC	Staff time	
Formal quarterly review of Aftercare programme	BHCC	Staff time	BHEP
4. Investment Environment Development			
Develop and maintain network of contacts for:	BHCC	Staff time	BHEP
Formally obtain feedback on the Brighton & Hove investment environment through Investment Servicing and Aftercare stakeholders	BHEP	Staff time	BHCC, SEEDA
Work to improve the investment environment through the advocacy of a programme of quality of place change and through the involvement of appropriate authorities	BHCC	Staff time	BHEP, SEEDA

Activity	Lead Responsibility	Cost / Resource Range	Co-ordinate with / contribution by
Carry out an annual survey of existing investors, including potential 'Meet the Buyer' events to promote supply chain linkages	BHEP	£7-10,000	BHCC
5. Performance Measurement			
Set overall targets for number of investments, number of expansions, amount of investment, number of jobs, number of visits, number of enquiries. This should be in accordance with Local Area Agreement targets set for Brighton & Hove	BHCC	Staff time	BHEP
Set and agree activity targets (e.g. number of events attended, number of brochures produced, number of articles placed, etc.)	BHCC	Staff time	BHEP
Establish a performance monitoring and update system for targets and activities	BHCC	Staff time	BHEP
Gather and record performance statistics	BHCC	Staff time	BHEP, SEEDA
Distribute statistics on a monthly basis	BHCC	Staff time	
Review quarterly	BHCC	Staff time	BHEP, SEEDA

Table 7 - Medium Term Action Plan Resource Implications

Activity	Lead Organisation	Cost / Resource Range	Co-ordinate with / contribution by
1. Investment promotion 1a. Investor Servicing			
Respond to enquiries – written, telephone, electronic, personal	BHCC	Staff time	
Record all enquiries on an Investor Tracking System	BHCC	Staff time	
Arrange visits and accompany visitors	BHCC	Staff time	BHEP
Systematically follow up on visits	BHCC	Staff time	
Review servicing standards	BHCC	Staff time	
Maintain and extend information networks	BHCC	Staff time	BHEP
Improve and update written and verbal investment proposition proforma presentations , potential to make this sector specific	BHCC	£10-£15,000	BHEP
Systematically follow up on enquiries	BHCC	Staff time	
Record statistics for performance measurement	BHCC	Staff time	BHEP, SEEDA
1B. Site Database			
Maintain site database	BHCC	Staff time	SEEDA
Maintain networks for sourcing and maintaining site and property information	BHCC	Staff time	BHEP, SEEDA
Maintain established systems for the efficient dissemination of site and property information	BHCC	Staff time	
Produce Investment Servicing information as required	BHCC	Staff time	
1c. Image building			
Review communications strategy	BHCC	Staff time	BHEP, SEEDA
Assess effectiveness of image building and investment generation activities	BHCC	Staff time	BHEP
Assess and update annual, targeted event programme, including major media coverage	BHCC	Staff time	BHEP
Maintain and extend media contact database, for local, national and international media	BHEP	Staff time	BHCC
Maintain and improve website	BHCC	£5-£10,000	
Regular issue of press releases	BHCC	Staff time	BHEP, SEEDA
Continue to review and respond to opportunities for business retention and inward investment publicity for Brighton & Hove in a co-ordinated manner	BHCC	Staff time	BHEP
Review effectiveness and currency of existing business retention and investment promotional materials and make updates/refresh as apprporiate	BHCC	Staff time	BHEP
Maintain close feedback and performance liaison with Investment Servicing staff	BHCC	Staff time	BHEP
1d. Investment Generation			
Review and update annual exhibition/eventing attendance and participation programme. Examine outcomes and value for money returns achieved	BHCC	Staff time	BHEP

Activity	Lead Organisation	Cost / Resource Range	Co-ordinate with / contribution by
Maintain and extend general multiplier database	BHCC	Staff time	BHEP, SEEDA
Maintain and extend sectoral multiplier database	BHCC	Staff time	BHEP, SEEDA
Update and continue to implement the multiplier contact programme	BHCC	Staff time	BHEP
Continue to initiate contacts based on aftercare feedback	BHCC	Staff time	BHEP
Maintain close feedback and performance liaison with Investment Servicing staff	BHCC	Staff time	BHEP
Prepare and undertake limited direct marketing activities	BHCC	£15,20,000	BHEP, SEEDA
2. Research, Foresight and Intelligence			
Maintain and extend Investment Servicing information database	BHCC	Staff time	BHEP
Update ongoing sector specific research for priority target sectors	BHCC	£10-£15,000	BHEP, SEEDA
Monitor local, national and international investment trends	BHEP	Staff time	BHCC, SEEDA
Monitor and assess competitor location activities and establish actions to raise Brighton & Hove's competitive edge	BHEP	Staff time	BHCC
3. Aftercare			
Review guidelines for visits and contacts to existing investors	BHCC	Staff time	
Maintain and extend database of existing investors	BHCC	Staff time	BHEP, SEEDA
Develop and manage aftercare programme (see sub-section below)	BHCC	Staff time	BHEP, SEEDA
Carry out and record aftercare visits and contacts	BHCC	Staff time	BHEP, SEEDA
Continue to distribute information gathered to all other relevant departments and stakeholders	BHCC	Staff time	
Review Aftercare programme and effectiveness/timeliness of quarterly review of programme	BHCC	Staff time	BHEP
4. Investment Environment Development			
Maintain and extend network of contacts	BHCC	Staff time	Other stakeholders as identified in Short Term Activities
Formally obtain feedback on the investment environment from Investment Servicing, Aftercare and other stakeholders	BHEP	Staff time	BHCC, SEEDA
Continue work to improve the investment environment through the advocacy of new development projects, regeneration initiatives and quality of place interventions.	BHCC	Staff time	BHEP, SEEDA
Carry out an annual survey of existing investors	BHEP	£5-£10,000	BHCC
5. Performance Measurement			
Review and set new overall targets - number of investments, number of expansions, amount of investment, number of jobs, number of visits, number of enquiries	BHCC	Staff time	BHEP
Set and agree new, updated activity targets	BHCC	Staff time	BHEP
Gather and record performance statistics	BHCC	Staff time	BHEP
Continued monthly distribution of statistics	BHCC	Staff time	

Activity	Lead Organisation	Cost / Resource Range	Co-ordinate with / contribution by
Review quarterly	BHCC	Staff time	BHEP, SEEDA

Table 8 - Long Term Action Plan Resource Implications

Activity	Lead Organisation	Cost / Resource Range	Co-ordinate with / contribution by
1. Investment promotion 1a. Investor Servicing			
Continued provision of the business investor 'one stop shop' approach including investor tracking, servicing review and follow-up of enquiries and statistical recording	BHCC	Staff time	BHEP
Complete refresh of investment proposition proforma presentations	BHCC	£10,000	BHEP
1B. Site Database			
Continued maintenance of the site database and information sourcing and dissemination networks	BHCC	Staff time	SEEDA
1c. Image building			
Continued review of communications strategy and targeted eventing programme including its effectiveness and use	BHCC	Staff time	BHEP, SEEDA
Develop and run Brighton & Hove's own business inward investment conference/convention utilising the evolved Brighton Brand as a key attraction to businesses to attend. Brighton & Hove could take a major role in promoting business inward investment in the South East region as one of the principal urban centres and economic powerhouses	BHCC	£50-£75,000	BHEP, SEEDA, Central Government (DBERR or successor)
1d. Investment Generation			
Review and update annual exhibition/eventing attendance and participation programme. Examine outcomes and value for money returns achieved	BHCC	Staff time	BHEP
Maintain and extend general and sectoral multiplier databases and contact programmes	BHCC	Staff time	BHEP, SEEDA
Continued limited, direct marketing activities targeted specifically to emerging sectors based on research, foresight and intelligence	BHCC	£10-£15,000	BHEP, SEEDA
2. Research, Foresight and Intelligence			
Maintain and extend Investment Servicing information database	BHCC	Staff time	BHEP
Continue to monitor local, national and international investment trends and undertake sector specific research and intelligence work	BHEP	£10-£20,000	BHCC, SEEDA
Re-assess who are now competitor locations and their activities. Establish a new programme to overtake identified competitor locations in line with Brighton & Hove's Economic Strategy	BHEP	£20,000	BHCC
3. Aftercare			
Continue aftercare activities including existing investor database, aftercare programme and review of information	BHCC	Staff time	
4. Investment Environment Development			
Focus efforts on ensuring the economic and business environment is a principal element of all regeneration, development and renewal projects within the City	BHCC	Staff time	BHEP, SEEDA
Identify critical new development opportunities and regeneration interventions to further enhance availability of business floorspace and premises and clustering opportunities for businesses. This should be wrapped into wider quality of	BHCC	£20-£30,000	BHEP, SEEDA

Activity	Lead Organisation	Cost / Resource Range	Co-ordinate with / contribution by
life/place interventions building on the current programme of regeneration activities (2008) and supported by new/revised policies in the Local Development Framework DPDs			
Continue to carry out an annual survey of existing investors	BHEP	£10,000	BHCC
5. Performance Measurement			
Continue to review and set new overall targets - number of investments, number of expansions, amount of investment, number of jobs, number of visits, number of enquiries	BHCC	Staff time	BHEP
Continue to distribute statistics on a monthly basis and review quarterly	BHCC	Staff time	BHEP, SEEDA

SECTOR ACTIONS

1.31 Sector specific business retention and inward investment activities can be identified that will be necessary as a counterpart to the Cross-Cutting Actions set out previously. The need for sector specific actions is to ensure that the business retention and investment environment for the key current and future growth sectors is supported and effectively prioritised through targeted efforts.

Table 9 – Sector Specific Actions

FOOD AND DRINK	ENSURE SUITABLE SUPPLY OF SMALL TO MEDIUM SIZED PREMISES OFFER PROCUREMENT ADVICE TO PROMOTE THE 'BE LOCAL BUY LOCAL' ASPIRATION THROUGHOUT THE ECONOMY PROMOTE SECTOR SPECIFIC 'MEET THE BUYER' EVENTS FOCUSING ON INTRODUCING LARGE LOCAL OCCUPIERS AND THE SMALLER BUSINESS BASE AND SUPPORTING BUSINESS SERVICES	IMPROVE TRANSPORT ACCESSIBILITY TO RAW MATERIALS AND CUSTOMER/CONSUMER END MARKETS IMPROVE TRANSPORT ACCESS TO PREMISES OUTSIDE THE CORE URBAN AREA	
PRINTING	SECURE AFFORDABLE PREMISES OFFER PROCUREMENT ADVICE TO PROMOTE THE 'BE LOCAL BUY LOCAL' ASPIRATION THROUGHOUT THE ECONOMY PROMOTE SECTOR SPECIFIC 'MEET THE BUYER' EVENTS	DEVELOPMENT OF HIGHER SPECIFICATION AND AFFORDABLE PREMISES ENCOURAGE CLUSTER DEVELOPMENT LINKS TO THE UNIVERSITIES	IMPROVED AVAILABILITY OF ICT SKILLS AND ADAPTABLE EMPLOYEES TRAINING AND SUPPORT FOR BUSINESS MANAGEMENT AND ENTREPRENEURIAL ACTIVITIES

	FOCUSING ON INTRODUCING LARGE LOCAL OCCUPIERS AND THE SMALLER BUSINESS BASE AND SUPPORTING BUSINESS SERVICES		
FINANCIAL SERVICES	OFFER PROCUREMENT ADVICE TO PROMOTE THE ‘BE LOCAL BUY LOCAL’ ASPIRATION THROUGHOUT THE ECONOMY PROMOTE SECTOR SPECIFIC ‘MEET THE BUYER’ EVENTS FOCUSING ON INTRODUCING LARGE LOCAL OCCUPIERS AND THE SMALLER BUSINESS BASE AND SUPPORTING BUSINESS SERVICES	IDENTIFICATION AND ALLOCATION OF APPROPRIATE URBAN CORE AND CENTRE ACCOMMODATION FOR OCCUPIERS (FOCUS ON BRIGHTON CENTRE AND CHURCHILL SQUARE) ENCOURAGEMENT FOR HIGHER SPECIFICATION ENVIRONMENTAL ACCOMMODATION	IMPROVED AVAILABILITY OF HIGHER PROFESSION AL SKILLS AND LOWER SKILLED EMPLOYEES STRENGTHEN EMPLOYMEN T LINKS BETWEEN UNIVERSITIE S AND SECTOR BUSINESSES
COMPUTING AND RELATED SERVICES	IDENTIFY, ALLOCATE AND SUPPORT BUSINESS CLUSTERING WITHIN INDIVIDUAL BUILDINGS AND WITHIN SPECIFIC AREAS OFFER PROCUREMENT ADVICE TO PROMOTE THE	SUPPORT THE EXPANSION OF ICT INFRASTRUCTURE , PARTICULARLY EXPANSION OF BROADBAND CAPACITY AND WIFI ‘CLOUD’ OPPORTUNITIES	PROTECTION OF IP AND PRODUCT SPIN OFFS

	'BE LOCAL BUY LOCAL' ASPIRATION THROUGHOUT THE ECONOMY PROMOTE SECTOR SPECIFIC 'MEET THE BUYER' EVENTS FOCUSING ON INTRODUCING LARGE LOCAL OCCUPIERS AND THE SMALLER BUSINESS BASE AND SUPPORTING BUSINESS SERVICES		
OTHER BUSINESS SERVICES (CREATIVE INDUSTRIES)	IDENTIFICATION AND ALLOCATION OF SPECIFIC ACCOMMODATION AND PREMISES TO ACCOMMODATE THE MINIMUM ANTICIPATED GROWTH ACROSS THE SECTOR – ACCORDING WITH THE CREATIVE INDUSTRIES WORKSPACE STUDY (2008) OFFER PROCUREMENT ADVICE TO PROMOTE THE 'BE LOCAL BUY LOCAL' ASPIRATION THROUGHOUT THE ECONOMY PROMOTE SECTOR	IDENTIFY, ALLOCATE AND SUPPORT BUSINESS CLUSTERING WITHIN INDIVIDUAL BUILDINGS AND WITHIN SPECIFIC AREAS (CITY CENTRE, HOVE TOWN CENTRE, LONDON ROAD CORRIDOR)	SUSTAINED FOCUS AND INVESTMENT INTO CITY CENTRE AND HOVE TOWN CENTRE ENVIRONMENTAL IMPROVEMENTS AND PLACE-MAKING INITIATIVES SUPPORT CONTINUED EVOLUTION OF THE EVENING ECONOMY, PARTICULARLY EATING AND DRINKING OPPORTUNITIES AS FOCAL POINTS FOR CREATIVE INDUSTRY

	SPECIFIC 'MEET THE BUYER' EVENTS FOCUSING ON INTRODUCING LARGE LOCAL OCCUPIERS AND THE SMALLER BUSINESS BASE AND SUPPORTING BUSINESS SERVICES		NETWORKS
RETAIL	PROTECTION AND MANAGEMENT OF EXISTING RETAIL FLOORSPACE REVIEW RETAIL FLOORSPACE REQUIREMENTS ACROSS THE CITY IN LIGHT OF THE CURRENT ECONOMIC SITUATION OFFER PROCUREMENT ADVICE TO PROMOTE THE 'BE LOCAL BUY LOCAL' ASPIRATION THROUGHOUT THE ECONOMY PROMOTE SECTOR SPECIFIC 'MEET THE BUYER' EVENTS FOCUSING ON INTRODUCING LARGE LOCAL OCCUPIERS AND THE SMALLER BUSINESS BASE AND	PREPARE AND SUPPORT PLANNING POLICIES TO ENSURE APPROPRIATE RETAIL FLOORSPACE OF SUITABLE FOOTPRINT, LOCATION AND VISIBILITY IS DEVELOPED AND RETAINED	SUSTAINED FOCUS AND INVESTMENT INTO CITY CENTRE RETAIL ENVIRONMENTAL IMPROVEMENTS AND PLACE-MAKING INITIATIVES

	SUPPORTING BUSINESS SERVICES		
HEALTH	OFFER PROCUREMENT ADVICE TO PROMOTE THE 'BE LOCAL BUY LOCAL' ASPIRATION THROUGHOUT THE ECONOMY PROMOTE SECTOR SPECIFIC 'MEET THE BUYER' EVENTS FOCUSING ON INTRODUCING LARGE LOCAL OCCUPIERS AND THE SMALLER BUSINESS BASE AND SUPPORTING BUSINESS SERVICES	ENCOURAGE CLUSTER DEVELOPMENT LINKS TO THE EXISTING MEDICAL SERVICES AND RESEARCH FACILITIES, NHS TRUST AND MEDICAL TEACHING SCHOOL	PROTECTION OF IP AND PRODUCT SPIN OFFS
ENVIRONMENTAL INDUSTRIES – BUSINESS ENVIRONMENTAL PERFORMANCE / PRACTICES	PROMOTION / INCREASE AWARENESS OF THE BENEFITS OF ENVIRONMENTAL BUSINESS ACCREDITATION STANDARDS FOR BRIGHTON & HOVE BUSINESSES TO ISO:14001 INTERNATIONAL STANDARD, AND ECO-MANAGEMENT	DEVELOPMENT OF A SUPPORT AND KNOWLEDGE BASE FOR ENVIRONMENTAL ACCREDITATION TO ACTIVELY SUPPORT BUSINESSES TO AUDIT THEIR PROCESSES/SYSTEMS AND OUTPUTS AND ACHIEVE ACCREDITATION	
ENVIRONMENTAL INDUSTRIES – ENVIRONMENTAL TECHNOLOGIES	UNDERTAKE SPECIFIC RESEARCH INTO	SUPPORT THE EXPANSION OF ICT INFRASTRUCTURE	SUPPORT AND ASSIST THE PREPARATIO

AND THEIR POTENTIAL FOR BRIGHTON & HOVE	WORKSPACE REQUIREMENTS OF ENVIRONMENTAL INDUSTRIES – INCLUDING UNIVERSITY SPIN-OFFS / GROW ON REQUIREMENTS OFFER PROCUREMENT ADVICE TO PROMOTE THE 'BE LOCAL BUY LOCAL' ASPIRATION THROUGHOUT THE ECONOMY PROMOTE SECTOR SPECIFIC 'MEET THE BUYER' EVENTS FOCUSING ON INTRODUCING LARGE LOCAL OCCUPIERS AND THE SMALLER BUSINESS BASE AND SUPPORTING BUSINESS SERVICES	, PARTICULARLY EXPANSION OF BROADBAND CAPACITY AND WIFI 'CLOUD' OPPORTUNITIES TO ASSIST IN THE DELIVERY OF 'DEMATERIALISED' PRODUCTS TO CUSTOMERS/CONSUMERS UNDERTAKE FEASIBILITY STUDY INTO THE POTENTIAL FOR AN ENVIRONMENTAL TECHNOLOGY PARK INCLUDING START-UP SPACE, GROW-ON SPACE, AND LEARNING FACILITIES ALIGNED WITH THE EXISTING UNIVERSITY PROVISION	N OF PLANNING APPLICATIONS FOR ENVIRONMENTAL TECHNOLOGY AND ENERGY DEVELOPMENTS, PARTICULARLY THE PROPOSED OFF-SHORE WIND FARM DEPENDING ON THE OUTCOME OF PREVIOUS FEASIBILITY WORK, POTENTIAL ROLE FOR PUBLIC SECTOR IN DELIVERING ENVIRONMENTAL TECHNOLOGY PARK

DELIVERY STRUCTURES

ORGANISATIONAL STRUCTURES

1.32 A number of potential options for delivery are suggested, related back to the key business retention and inward investment activities previously identified. Each delivery model assigns different responsibilities and activities for each key 'agency' identified. The delivery options include:

- Strengthening business retention and inward investment within the City Council;
- A new business retention and inward investment team within the Brighton & Hove Economic Partnership;

- Do-minimum.

1.33 Across all three options proposed it is recommended that Wired Sussex are supported in their ongoing (and established) business retention and inward investment activities. Wherever possible Wired Sussex and the chosen delivery agencies for the wider BRII remit should be aligned with coherent structures and methods in place to ensure a mutual understanding of activity, opportunity and success.

Delivery Option 1 – Strengthening of Business Retention and Inward Investment Activities at the City Council

1.34 In this option the existing Economic Development Team at the City Council would be strengthened and activities widened to fulfil a more proactive role. Currently the Economic Development Team at the City Council maintains the commercial property database and directly responds to potential investment enquiries where appropriate on an ad hoc basis.

1.35 The activities undertaken by the City Council have resulted in a high quality and up-to-date site database and some investment success. However, the activities are predominantly re-active, responding to enquiries, and not actively targeting potential investors. We understood from discussions with the City Council that this re-active approach is mainly due to a lack of resources.

1.36 In this option additional funding resources should be identified and targeted to increase the pro-active investment generating activities undertaken by the City Council.

1.37 It is deemed appropriate that SEEDA, though their IDM post, continue to target strategically important companies already within the Brighton & Hove economy. However, there is the potential through increased resources or refinement of existing roles within the Economic Development Team for the City Council to undertake the 'next tier' down aftercare activities.

1.38 An overview of the involvement of the different organisations in investment activities under this option is given below.

Table 10 - Sharing of Responsibilities and Activities under Delivery Option 1

	SEEDA	BRIGHTON & HOVE CC	B&HEP
INVESTOR SERVICING FOREIGN INVESTMENT	√	√	
INVESTOR SERVICING UK INVESTMENT		√	
SITE DATABASE		√	
IMAGE GENERATION		√	
RESEARCH		√	
AFTERCARE FOREIGN AND KEY INVESTORS	√	√	
AFTERCARE MEDIUM AND SMALL BUSINESSES		√	
INVESTMENT ENVIRONMENTAL DEVELOPMENT		√	
PERFORMANCE MEASUREMENT		√	

Delivery option 2 – A New Business Retention and Inward Investment Team within the Brighton & Hove Economic Partnership

1.39 In this option a new team would be established within the Economic Partnership with the remit of delivering the Business Retention and Inward Investment Strategy – this would effectively out-source this function from the City Council's direct remit. The Director of this team would report to the EP board and representatives of the key stakeholders (SEEDA, City Council).

1.40 This team would be the lead organisation for attracting inward investment to Brighton & Hove. Under this option it would be possible to ensure a focused and independent approach to delivering the stated priorities. As such it would be independent of the planning and highway authorities who in some cases have to take a critical stance to requests form businesses or potential investors. Such a team could also provide an increased private sector culture.

1.41 Such an arrangement would go beyond any agreed within the Brighton & Hove Local Area Agreement 2008 to 2011. It would effectively form a quango organisation that would be (at least partially) funded by the City Council – bringing into the question the efficiency of this approach to delivering the desired objectives.

Table 11 - Sharing of Responsibilities and Activities under Delivery Option 2

	SEEDA	BRIGHTON & HOVE CC	B&HEP
INVESTOR SERVICING FOREIGN INVESTMENT	√		√
INVESTOR SERVICING UK INVESTMENT			√
SITE DATABASE			√
IMAGE GENERATION		√	√
RESEARCH		√	√
AFTERCARE FOREIGN AND KEY INVESTORS	√		√
AFTERCARE MEDIUM AND SMALL BUSINESSES			√
INVESTMENT ENVIRONMENTAL DEVELOPMENT		√	√
PERFORMANCE MEASUREMENT			√

Delivery Option 3 – do minimum

1.42 This option would see an equal share of additional funding amongst the organisations currently involved in business retention and inward investment generation. It would essentially result in enhancement of existing roles including potential refinement of existing remits, specifically increasing capacity within the City Council to facilitate more pro-active activities.

Table 12 – Sharing of Responsibilities and Activities under Delivery Option 3

	SEEDA	BRIGHTON & HOVE CC	B&HEP
INVESTOR SERVICING FOREIGN INVESTMENT	√		
INVESTOR SERVICING UK INVESTMENT			
SITE DATABASE		√	
IMAGE GENERATION			√
RESEARCH		√	
AFTERCARE FOREIGN AND KEY INVESTORS	√		
AFTERCARE MEDIUM AND SMALL BUSINESSES	√	√	
INVESTMENT ENVIRONMENTAL DEVELOPMENT			√
PERFORMANCE MEASUREMENT			

PREFERRED DELIVERY OPTION

1.43 Based on the assessment of the delivery options we recommend a co-operative and co-ordinated approach to business retention and inward investment activities within Brighton & Hove. This should be delivered by the City Council and must be recognised as being a dedicated team – and branded as such.

1.44 Where investment activities are currently provided these activities should remain within these organisations. This includes existing research gathering and the commercial property database.

1.45 It is suggested that new posts should be housed within the City Council Economic Development Team (effectively re-branding roles that are already in post). The team should be designed to operate in a co-operative and co-ordinated way with all stakeholders to meet the agreed targets. This would include establishing working protocols and outsourcing specific tasks to organisations best placed to fulfil these tasks.

1.46 Whilst there are clearly resource implications to the recommendations presented herein it is important to note the clear distinction in the role that the City Council could have in this process moving forwards. Specifically, the City Council represent a key stakeholder and partner in the investment generating process. However, as a stakeholder representing a wide range of interests outside the investment generating process there is also the potential of conflicts of interest (e.g. as the planning authority the City Council may have to take a critical position to physical development plans from investors).

Agenda Item 69

Work Programme for 09-10 (Draft)

2 April 09	2 July 2009	10 September 2009
• **Simon Fanshawe - Draft economic strategy** • **Cultural Strategy** workshop update and draft report • **Draft sustainable events guidelines** • **Q3 PI** • **Brighton Marathon** • **Business Retention and Inward Investment –** Report back from workshop on 15.01.09 • **BRII report** (action plan) • **Shoreham Harbour** • **Major projects update** • **Work programme and Update on Ad Hoc Panel**	• **Dome & Festival presentation (info item)** • **Cultural Strategy - final** • **Museum Plan sign off** • **Update on Creative Workspace study** • **Update on Foredown Tower** • **London Road SPD** • **Major projects update** • **Work programme** and Ad-hoc panel update	• **Annual Scrutiny Report?** • **Annual PIs** • **South Downs Park (Chairman)** • **Carousel (Chairman)** • **Pride - business case** • **2012 report** • **Ad-Hoc panel report** • **Major projects update** • **Work programme** and Ad-hoc panel update

19 November 2009	4th February 2010	1 April 2010
• **Presentation from the East Sussex Credit Union)** • **Gaming** • **Major projects update** • **Preston Barracks (?)** • **Work programme** and Ad-hoc panel update	• **Sports Facilities – one year on** • **Major projects update** • **Work programme** and Ad-hoc panel update	• **Major projects update** • **Work programme** and Ad-hoc panel update

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